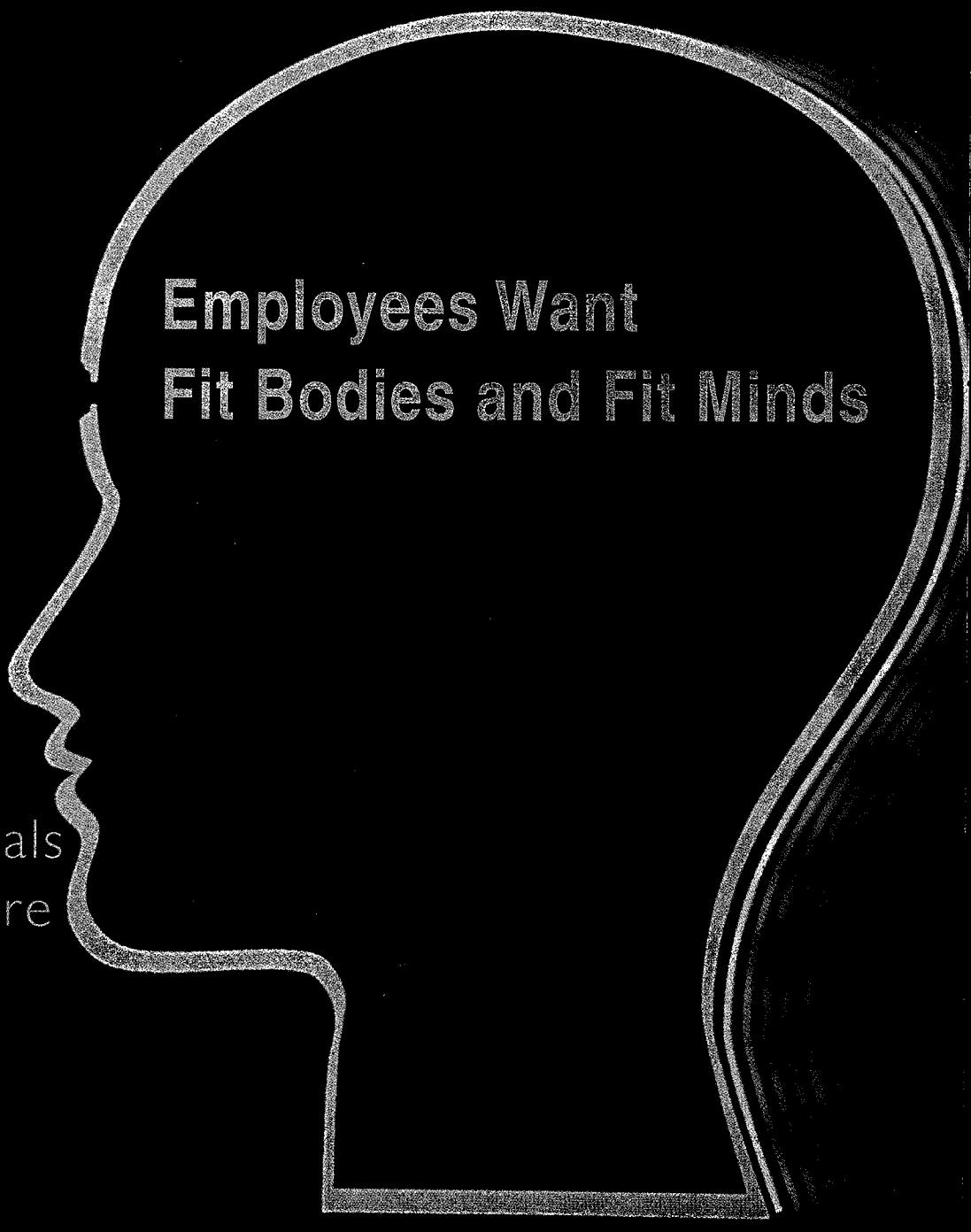
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MANAGEMENT
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JANUARY 1998

H w to Turn an Angry Cust mer Ar und



Employees Want Fit Bodies and Fit Minds

Plus: NESRA President Phil Hall Reveals What's In Store f r NESRA in 1998



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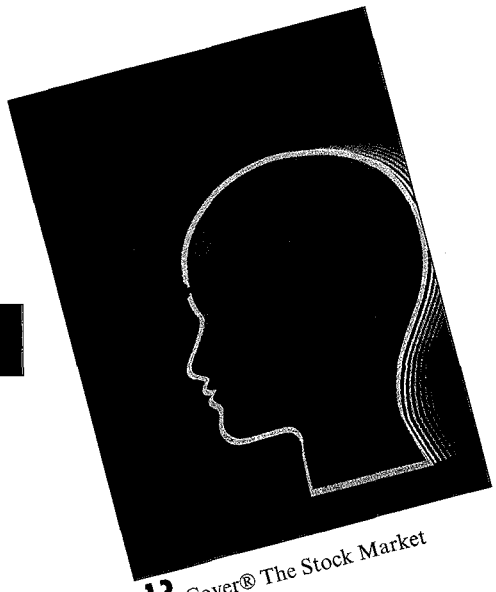
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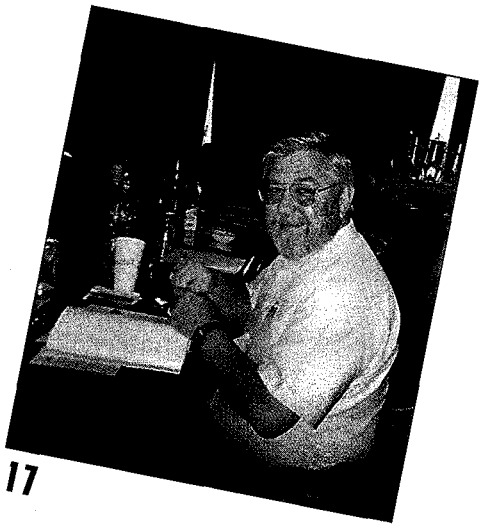
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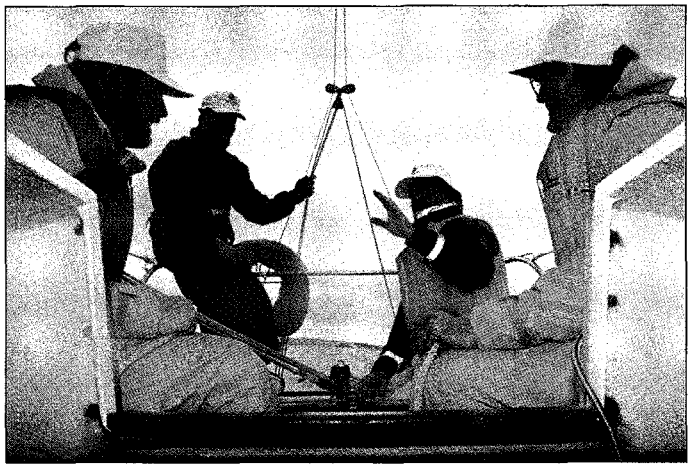
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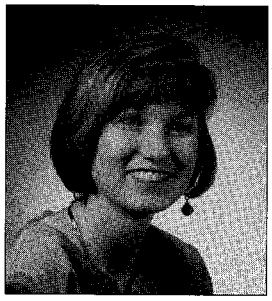
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EDITOR'S NOTE

Making Strides



NESRA members will witness a new dawning of the association and of the employee services field. NESRA is announcing a new membership category, **NESRA Select**, which will allow members to take employee services to its next level. Those who will share their findings and practices can now link more intensely with other peers.

NESRA products have undergone evaluation and have been fine tuned. For example, instead of receiving several different pieces such as this magazine, *Keynotes* and *NESRA News* individually, Headquarters added these well-read pieces to *Employee Services Management* to create a neat package of NESRA information. *Keynotes*, which provides direct suggestions on how to do your job better today, will appear in the front of the book and *NESRA News*, which updates you on new association offerings, regional happenings and accomplishments of NESRA Board of Directors and NESRA members, will be seen later in the magazine. *Keynotes* is replacing "News in Brief."

This year's cover stories are focusing on the components of the Employee Services Umbrella. Two new departments have been added: "Work & Family," by Michael Scott, will appear in every issue and "Management Speaks Out" will appear quarterly as will travel information. "Strategic Forum" will continue to give practical instructional information on the implementation of employee services and management of employee associations. The "Employee Store" department will feature more authors with retail experience to give you a higher level of knowledge. "Taming Technology" will cover a range of technology that can be incorporated in your program such as software, voice mail and other communication media.

Feature stories will be shorter. More photos will be added. New typefaces have been interspersed with familiar ones to add a bit of freshness without seeming drastic.

Let me know what you think.

Cynthia M. Helson

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@ix.netcom.com.

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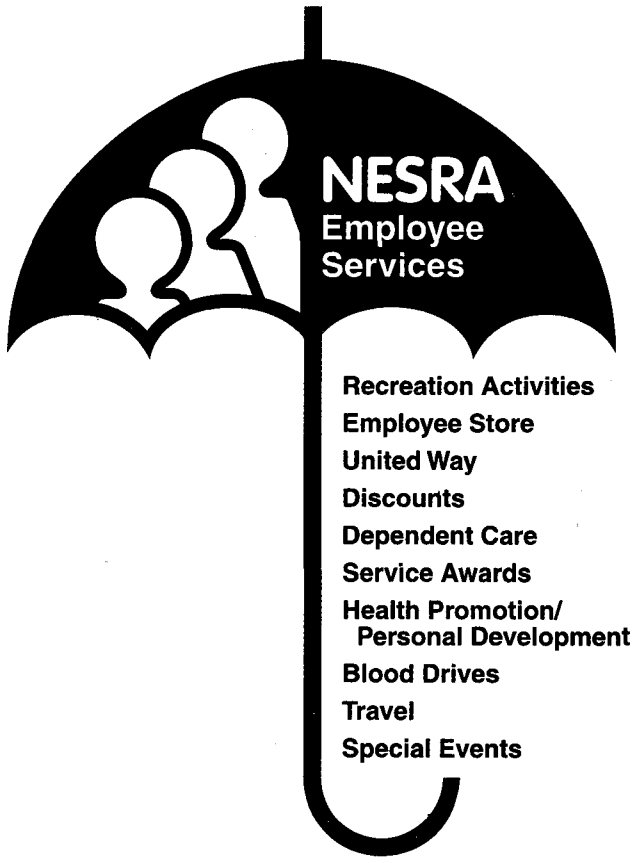
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The components of a well-rounded Employee Services Program



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PRESENTING

Keynotes and NESRA News in this magazine.

Keynotes is on page 5 and NESRA News is on page 37.

"Champions keep playing until they get it right."

Billie Jean King, American professional tennis player

New Year's Resolutions

It is that time of year again. The beginning of a brand new year that is filled with hopes and wishes. Many people make their New Year's Resolutions and then promptly forget them by the end of January.

The following suggested New Year's Resolutions should help you become not only a better worker but a better person as well. Make as many or as few of the resolutions as you would like. The goal is to keep the resolutions throughout all of 1998.

1. Get organized. Purchase calendars, planners or log books—whatever it takes to get your work and personal life in order. Write down important dates and appointments so you won't forget them or put a calendar on your computer system to keep you updated.

2. Break a habit. If you smoke, are sedentary, drink too much or whatever, vow to become healthier in 1998. Break a bad habit and replace it with a healthier habit.

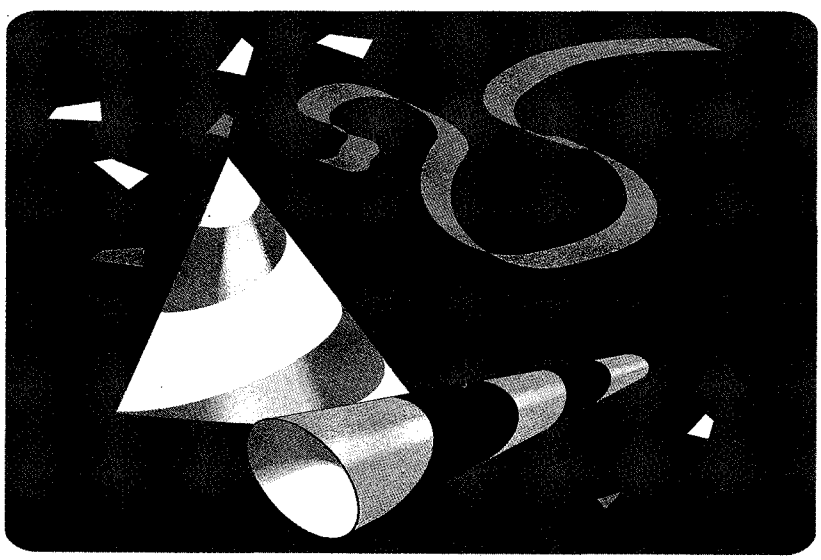
3. Start a habit. Begin walking, working out, running, or getting involved in a sport. Not only will learning something new enliven your spirit but exercising will make you healthier.

4. Accomplish a new venture. Take a class, re-enroll in school for advancement of your degree, or attend a seminar. Try something you have never tried before such as rock climbing or improve your skills in a cooking class. You will meet new friends and enrich your skills.

5. Network. Don't just network at work and professional meetings, also network at the gym, in your new class, or at school. You never know who you will meet that could provide you with information you'll need.

6. Join and attend professional groups. Don't just pay dues to an organization, get involved.

Continued on page 7



KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

What's Ahead for 1998?

These are among the projections for 1998 forecasted by Challenger, Gray & Christmas, Inc., Chicago, IL. "Several important trends are on the horizon that will become more prominent in the coming year, significantly affecting the way work is done," says John A. Challenger, executive vice president.

Franchise Employees

• *This year's most valued employees who help companies raise prices and still beat the competition will be thought of as Franchise Employees©.*

Companies in 1998 will be faced with the dual problems of becoming more efficient internally while outperforming the competition in order to justify price increases.

Employees whose contributions make this possible will be the most highly valued by management. Franchise Employees generate especially creative ideas and approach their job functions with an eye toward doing what competitors cannot do: win more customers while charging higher prices. They will not only survive any possible job cuts but will thrive in tomorrow's companies.

Franchise Employees stand to move up the career ladder because they exhibit a true understanding of the goals of the company and the need to devise new ways of doing business more productively. The relationship of Franchise Employees to their companies will be akin to Michael Jordan and the Chicago Bulls. They will be so valuable to the company that it would take a CEO to cause their discharge.

Teen Employees

• *Unlike the industrial movement of a century ago, tomorrow's business growth will be fueled by teens.*

In 1998, many companies that never did so before will begin to actively recruit teens. Computer-related firms, which tapped teens in the past, will intensify their efforts.

Because many teens live with parents and have lower living expenses, they are likely to view salary requirements as less important than future opportunities. Therefore, more companies will offer training programs and/or tuition reimbursement for night college classes as part of the compensation package. Payroll will be kept in check while companies attract talented young people through benefits.

Employers will also work to instill loyalty and retain these young people as they become more skilled at performing their jobs.

New Explorers

• *Suitcases packed for international business travel will increasingly contain blue collars.*

More rank-and-file employees will be applying for passports and traveling to foreign job sites. Some will stay for extended periods of time to establish the company.

Blue collar employees such as those who work in construction and on the factory floor will increasingly be called upon to help U.S. companies expand into other countries.

Job seekers at all levels with knowledge of a foreign culture and/or language will be in demand.

DID YOU KNOW?

• A survey in Sweden shows that people who frequently attended cultural events tended to live longer than those who attended them less often.

(Source: Working at Your Best, October 1997)

• Surveys show that most home owners never test their smoke detectors and that up to half of all smoke detectors are not working because of poor maintenance.

(Source: University of California at Berkeley Wellness Letter, April 1997)

"Always take a job that is too big for you."

Harry Emerson Fosdick

New Year's Resolutions

Continued from page 5

You only get as much out of something as you put into it. Attend your NESRA chapter meetings and volunteer your time to serve on the board or committee.

7. Attend NESRA's 57th Annual Conference and Exhibit April 29-May 3, 1998 at Disney's Coronado Springs Resort in Lake Buena Vista, FL. There you can fulfill several of your resolutions: networking, becoming involved in the organization and learning something new.

8. Implement a new program. From the information and contacts you make at the National Conference implement a new program for your employees. You'll have the information you need or know where to find it to start an innovative and exciting program for your company.

9. Volunteer. Give back to those in need some of the great things you can. Volunteer at a soup kitchen, build homes, mentor younger students—your time and skills will be greatly appreciated.

10. Give thanks. Periodically, jot down the things you can be happy for: your health, job, family, etc. It is so easy to go through life thinking of the things you don't have. Make 1998 the year you give thanks for the things you do have.

• **According to Peter Drucker, those who take risks generally make two big mistakes in the course of a year.**

(Source: The Working Communicator, September 1997)

• **NESRA's 57th Annual Conference and Exhibit will be held April 29 - May 3, 1997 at Disney's Coronado Springs Resort in Lake Buena Vista, FL. It will feature award-winning programs, informative sessions and the latest in products and services. Sign up early for discounted rates.**

Best Places to Work

It is popular for magazines to publish lists of the best places to work. Competition for these spots has become intense. Recently *Mother Jones Magazine* decided to join the crowd and publish its list of 20 better places to work. During a phone-in conversation with a radio program, Terry Tremaine, executive editor, explained the magazine's rationale for choosing the companies.

Companies were chosen for obvious reasons such as Ben and Jerry's for its progressive labor practices and Whole Foods Market, which puts its CEO's salary in line to that of average workers.

Other companies were harder to find. Allstate Insurance was chosen because it has been actively working to improve coverage in low-income neighborhoods after complaints of discrimination earlier. And in the past 10 years, the percentage of female and minority officers in the company has increased.

Beth Israel Deaconess Medical Center in Boston joined the list because it is the first outside of the manufacturing sector to embrace a gain-sharing plan where employees can submit ideas for improvement and share monetarily in productivity gains.

Many feel that because of the higher standards, workplace lists have gained credibility with the public and company executives are starting to see the importance of being on a list.

(Source: Bob Edwards Morning Show, Washington, D.C.)

Employee of the Moment

In November, 1997 we gave you information on Holiday Inn Mart Plaza's employee recognition program. Edward Health Services, Naperville, IL also asks its customers to nominate an exceptional employee for its recognition program. The program, "Employee of the Moment" features brochures conveniently placed throughout the medical facility.

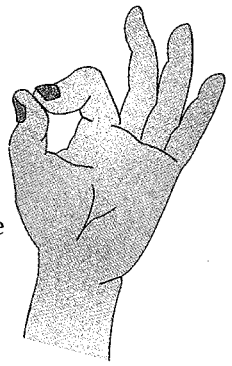
"Make the difference...taking pride in what we do" has an area for the employee name and department and an area to explain your experience with the employee. Completed forms are delivered to the human resources department.

The brochure states, "The staff of Edward Health Services Corporation (EHSC) takes PRIDE in providing professional, courteous service. As an organization, we believe that it is the individual contributions of each one of our employees that will truly make the difference in our quest for excellence. Here at EHSC, we are committed to providing high quality health care to those we serve, and we are committed to the values that support that quest...

P We will endeavor to conduct ourselves in the most Professional manner.

R We will be Responsive to the needs of our customers and show Respect for the dignity and individuality of every customer we serve, whether internal or external.

I We will strive to recognize and reward Innovation and Creativity.



D We value the Dedication of our staff and encourage teamwork at all levels.

E We consistently strive to improve the quality of our service and will settle for no less than Excellence.

We welcome you to use this comment card as one way to honor an EHSC staff member(s) who have shown that they CAN make a difference and demonstrate PRIDE in the work they perform."

Fence To Good Health

Lockheed-Martin Tactical Aircraft Services, Ft. Worth, TX, has had a fencing club for approximately 37 years. "We began the club in the 1960s," says Jim Orr, engineering specialist senior and fencing instructor. "Hugh Hoggins, who is no longer with the company, and myself started the club because we both had some fencing backgrounds."

Funds for the Fencing Club come from Lockheed-Martin Recreation Association sponsorship and from membership fees. Membership allows beginners to use equipment such as mask, jacket, glove and weapons. "We don't want the people to invest a lot of money in the equipment until they are sure fencing is right for them," Orr says. "We let them use our equipment until they know they want to go on to competitions or more lessons."

The fencing club gives instructions, free fencing time with other participants and it has simulated tournaments. "If a person wants to compete there are opportunities in the north Texas area with the U.S. Fencing Association," comments Orr. "They can then go on to national tournaments. We had one woman who went to the nationals four times."

The club occasionally brings in guest instructors such as French master, Dale Novet, who taught fencing lessons for six years at Lockheed Martin.

"Most people begin fencing classes because they have always been fascinated with it," Orr says. "It is a great form of exercise and you only need to get together with one other person to fence. Unlike other team sports you don't have to get a whole team together. And you can take fencing with you wherever you go."

After about 6-8 lessons a person can fence with a partner. "At this point the person won't be an expert but s/he can certainly try to fence," Orr explains. "I've never had anyone get hurt in all my years of teaching. We make sure the people wear the appropriate equipment and that the equipment is maintained."

(Source: Lockheed Martin Recreation Association, September 1997)

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Editor/Production: Karen G. Beagley

Developing A Survey To Assess Demand For Recreation Programs

by Ken Krick, Re.D.

Are you trying to increase participation in current program offerings or toying with adding new activities to spice up the program? Is your program participation lagging expectations? Do you have programs that have idle capacity? Are you trying to cope with budget constraints? If you are grappling with any of these scenarios, you may take comfort in knowing that many fellow practitioners of employee services are also confronted with the same problems.

The Assumptions

Obviously, there is no one simplistic solution to all of these problems. However, the solution to most centers around three basic assumptions:

1. increasing program participation/attendance is desirable and is usually ever present at the top of one's list of annual goals
2. increasing program participation/attendance is a benchmark of success
3. increasing program participation/attendance will be justification for additional funding

If these assumptions are valid then it may be deduced that increasing attendance is central to addressing the problems above and to accomplishing annual goals.

Getting an accurate handle on demand for programs and activities is a difficult task. No methodology exists that can definitively tell how many individuals will actually register for and attend a specific program. However, some approaches are less imperfect than others.

One of the difficulties in assessing demand is defining what constitutes "demand" itself. In an academic debate it may be difficult to achieve consensus on defining demand. Hence, at this time no attempt will be made to explore the philosophical approaches to demand. Instead, some conditions will be set forth to define demand as it relates to recreation programs.

User Demand Occasion

Based upon the three assumptions previously stated it will be assumed that attendance is a factor of demand for any given program. It is further assumed that there is a greater demand for programs that attract a large number of users as opposed to those that attract a smaller number of users. An example may be annual attendance at national parks. Attendance figures for the five most visited national parks in 1995 were as follows:

Great Smoky Mountain Natl. Park	9,090,400
Grand Canyon	4,557,600
Yosemite	3,958,400
Olympic	3,658,600
Yellowstone	3,125,300

These attendance figures appear to indicate demand for the Great Smoky Mountain National Park (GSMNP) was greater than the demand for other national parks. In fact it could be argued that demand for GSMNP was almost two times greater than that for any other park.

It should be noted that these visitation numbers represent the total number of times it was estimated that a visitor entered each park. The data do not indicate that nine million different individuals visited the GSMNP, but that the park served 9,000,000 visitor occasions. Some individuals may have gone to the park four, five or 10 times or more. None the less, demand for the park was the same. The same

Figure 1

Check those activities in which you would like to participate in this year

	Would like to	Would not like to	Percent
Snow Skiing	40	8	.83
Tennis	39	11	.78
Volleyball	40	6	.87
Golf	35	14	.71
Softball	34	13	.72
Biking	38	9	.81
Swimming	33	11	.75
Bowling	30	19	.61
Library	12	36	.25

rationale for demand applies to all services and programs. An individual is expressing demand every time s/he uses a facility or attends a program. This is the concept "visitor demand occasions/user demand occasions," (UDOs) that should be incorporated into the methodology for assessing program demand.

For purposes of clarification let us take the above example with national parks one step further. UDOs are a measure of intensity of demand. They may typically be associated with turnstile clicks. For the purposes of this article every time someone passes through the turnstile or attends a program she is expressing demand for that given activity. Hence, UDOs are an expression of overall demand for a program. This concept is central to more accurately assess program demand.

Intensity of Demand

To further illustrate the importance of factoring in the intensity of demand consider the case of two golfers. Player "one" says golf is one of his favorite activities and plays one time per month. Player "two" also likes golf and plays two times per week. Do these two players have the same demand for golf? Both consider golf to be one of their favorite leisure activities but the intensity of their demand for the game varies greatly. Player "one" plays once per month. Player "two" plays eight times per month. The intensity of demand expressed by these two golfers is quite different.

On a typical survey that requests the respondents to make a yes/no response to questions about one's favorite activities or asks what activities one would like to do the survey totally ignores the concept of intensity of demand. Take the previous example; player "one" and player "two" both checked "yes" to golf as an activity they would like to do. When tabulating the data the "yes" responses were perceived to represent the same demand. Where in reality player "two's" demand was eight times greater than player "one's".

The following example illustrates the need to utilize intensity of demand when conducting surveys. The same group of individuals responded to each of the two formats below. The first format required a typical yes/no response, whereas, the second format assessed intensity of demand. The results of the yes/no format would be very misleading if one were to be making decisions about what activities the respondents prefer most.

The following example was given to a group of individuals asking them what activities they would like to participate in this year. This is a methodology that many surveys utilize. Methodologies requiring a "yes/no" response require very little thought, can easily become routinized and provide absolutely no indication of the intensity of demand on the part of the respondent. Hence, the results of such a survey provide little useful information and at times may even be misleading.

In Figure 1, at top of this page, 40 respondents indicated they would like to participate in snow skiing and volleyball. However, volleyball had a higher percentage of respondents (.87) indicating they would like to participate more than snow skiing (.83). Therefore volleyball would be ranked number one. Data in Figure 1 indicate that the respondents had the greatest demand for volleyball, snow-skiing and biking. Hence, according to the data these are three programs that would be best attended, and/or

attract the most participants. As tried and true and tested as the methodology in Figure 1 may be, the results of such an approach are questionable at best.

The same group of respondents were given the survey in Figure 2 about 10 minutes after they had completed the one for Figure 1. Again, the data in Figure 2 were placed in a table for ease of interpretation and comparison. This time a column was added to illustrate the demand for each activity in terms of UDOs. (See Figure 2 on this page.) Both surveys were designed to assess potential demand for a given set of activities. However, the results of the two surveys were quite different.

The format in Figure 2 required the respondents to go beyond just making a yes/no decision. They actually had to think about how much they would like to participate in each activity. Just how serious are they about the activity, how intensely do they want to get involved are decisions that are reflected in the responses to the choices as presented in Figure 2. For example, one respondent indicated they would like to play tennis monthly and golf weekly. It may be reasoned that the respondent's demand for golf is greater than their demand for tennis.

Calculating UDOs

To more accurately assess demand one should factor in the "intensity" of the respondent's demand for given activities. The yearly, monthly, weekly, daily scale provides the respondent with an opportunity to indicate how intensely they want to be involved with each activity. As such, the scale is numerically weighed to convert each response into UDOs. The scale in Figure 2 was weighted as follows:

Yearly = 0 Monthly = 1
Weekly = 4 Daily = 8

To calculate UDOs for an activity one simply multiples the frequency of responses per cell times the assigned weight. Once UDOs have been calculated it is very easy to prioritize activities based upon demand. It should also be noted that the methodology used in Figure 2 may also assist the programmer with determining how often to schedule activities.

A quick comparison of Figure 1 and Figure 2 reveals the results are substantially different.

Top Three Rated Activities (Figure 1)
Snow Skiing
Tennis
Volleyball

Figure 2

Check how frequently you would like to participate in the following activities this year.

Yearly = Seldom or never Weekly = one time/week
Monthly = One time/month Daily = two or more times/week

	Yearly	Monthly	Weekly	Daily	UDO's
Snow Skiing	23	126	5	0	32
Tennis	9	16	16	2	96
Volleyball	16	9	6	3	67
Golf	11	10	10	3	74
Softball	13	9	15	1	78
Biking	9	13	15	8	137
Swimming	13	14	16	3	102
Bowling	20	15	3	0	27
Library	10	15	10	1	63

Top Three Rated Activities (Figure 2)
Biking
Swimming
Tennis

It should be noted that snow skiing ranked number 8 and volleyball number 6 in Figure 2. How could the results to the same inquiry be so different? Which methodology would you prefer to base decisions upon? This example clearly illustrates the need to use a methodology that assesses demand based upon the intensity of the respondent's desire to participate in a given activity.

The intent of this article has not been to address how to develop a specific methodology but to illustrate that using UDOs is a less imperfect way to assess demand. It should be noted that UDOs do not project attendance figures. They are simply an indication of how intense the demand is for each activity. Hence, factoring intensity of demand into the equation should result in a more accurate reflection of demand for specific activities and programs. Thus, one should be able to make wiser decisions when selecting which activities/programs to offer.

Ken Krick, Re.D. is associate professor for the Recreation and Tourism Management department of The University of Tennessee Knoxville in Knoxville, TN. Krick can be reached at (423) 974-5042, FAX (423) 974-6439.



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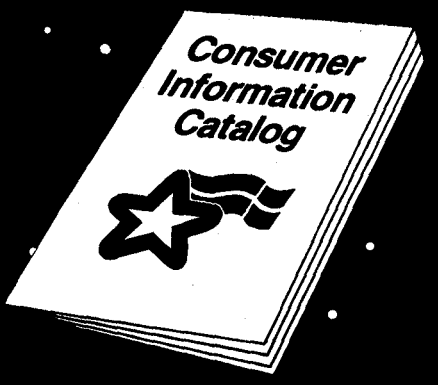
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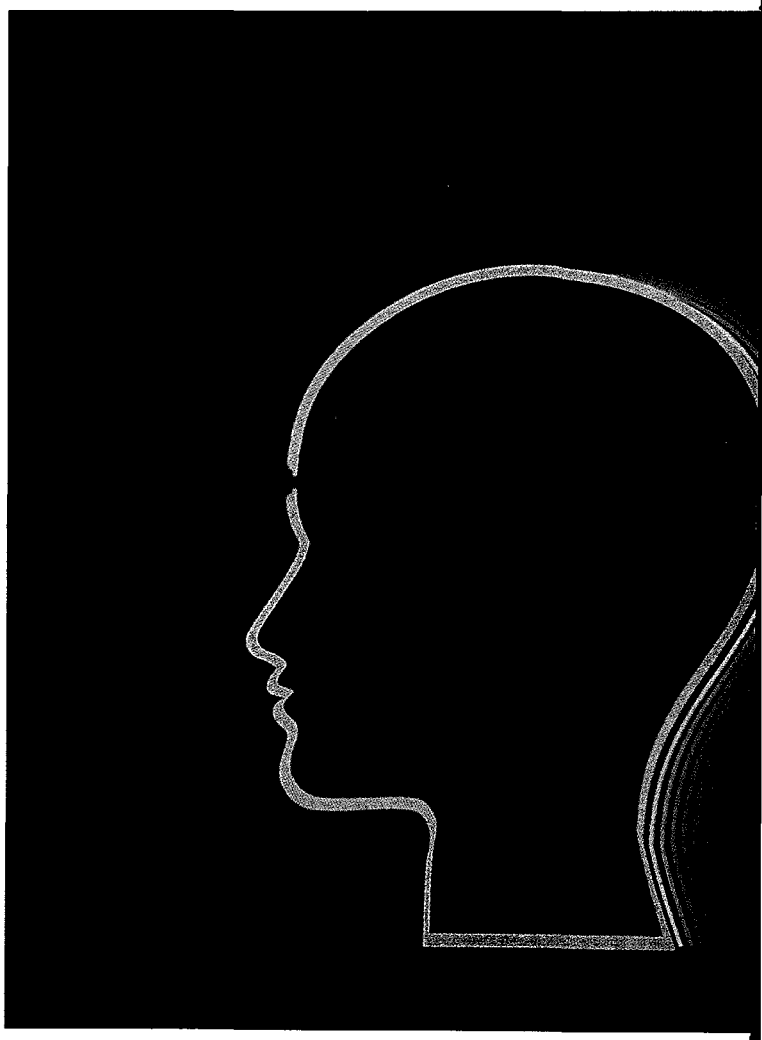
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A Fit Body and A Fit Mind

There is a Connection

Ruth Gordon Howard R.N., M.A.



Ask someone what mind-body fitness is, and you will get a variety of answers. We have heard for years how a negative mental attitude, severe depression and stress can affect health. Your mind plays an important role in your health and well-being. If you are under severe stress, you're more likely to become ill. Amazingly, with all the talk about fitness, the sedentary population is increasing. Perhaps people who started on a fitness program, hoping to look like the stars of "Baywatch," decided it wasn't working and gave up. The good news is, if you work out for all the right reasons, you can stick with it and get remarkable results. Improve your mental attitude and health and become the best you can be, whatever your age or condition. Promote the real thing—a workout for mind and body.

In The Beginning

More than 27 years ago, a man started an amazing journey that has affected millions worldwide. Dr. Kenneth Cooper is recognized as the leader of the international physical fitness movement and been credited with motivating more people to exercise in pursuit of good health than any other person—ever. Almost three decades ago, Dr. Cooper wrote a book, *Aerobics*. The rest, as they say, is

Managers estimate that each employee who suffers from stress, anxiety or depression loses 16 days of work per year.

history. The word aerobics is now part of our everyday vocabulary. He has written 14 more books, translated into 41 languages. Several of his books have spent weeks on bestseller lists and been read by more than 33 million people. Dr. Cooper's name is so synonymous with fitness, he is called the "father of aerobics." In Brazil going running is called "coopering" or "doing the cooper."

Recently, I had a conversation with Dr. Cooper as he was finishing another day at his world famous Institute for Aerobics Research. His work history is impressive. He is a living example of a health promotion program in action. At 67, he hasn't missed a day of work in 40 years, works a 60-70 hour work week, and has no intentions of retiring.

Of course, I wanted to know his secret to success. His answer was nothing new, trendy or destined to go out of style. He believes in a mind, body and spirit workout. So, what did the most famous fitness man in the world say? One word—"discipline." Dr. Cooper believes discipline in mind and body is the key to success. He combines the discipline of mind and body fitness with the physical and spiritual dimensions of his life. He stated that he makes a practice of starting every morning by "reading the Bible and praying for 15-20 minutes, and ending the day by running 2-3 miles." Dr. Cooper works every day on the physical and spiritual, and believes he can release the daily mental stress he encounters as he runs. He believes it is the secret to what helps him maintain his exceptional health.

Almost everyone now knows promoting physical fitness at the workplace is an important element of a health promotion program. Everyone also agrees stress at the workplace is a problem. Promoting the health of the "whole" person at the workplace is taking on new meaning. Reduced productivity is a serious consequence of employee stress. Managers estimate that each employee who suffers from stress, anxiety or depression loses 16 days of work per year. A fitness program that helps employees in mind, body and spirit can be the answer for many.

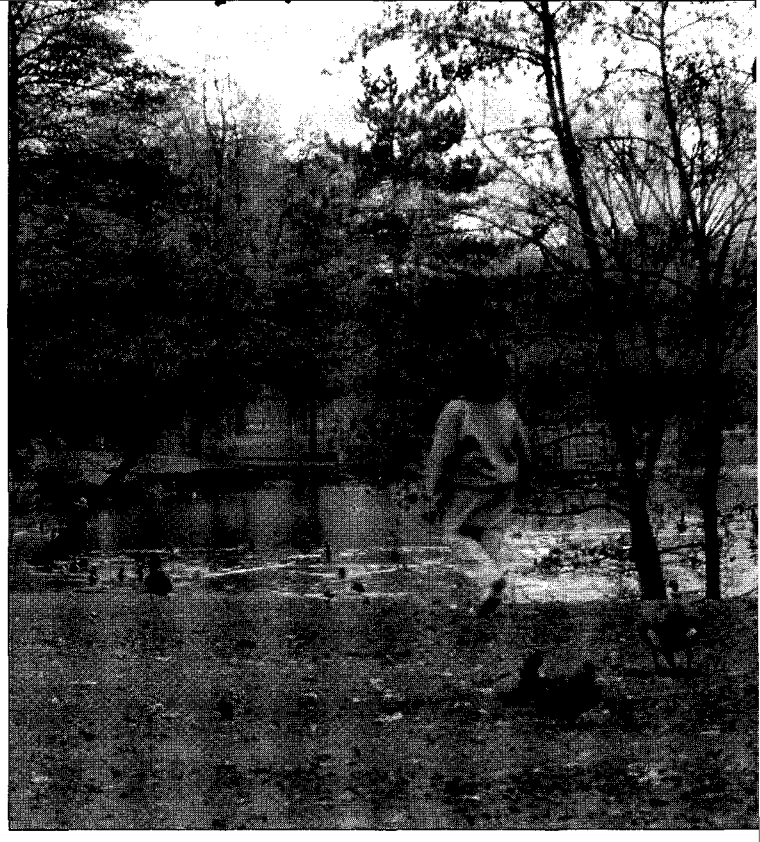
The Balancing Act

Over the last decade, we have seen the fanatical fitness movement replaced by a cry for balance. Employees wanted to get off the "treadmill," and the reasons people exercised seemed to change. The American College of Sports Medicine issued guidelines that encouraged everyone to get up and get moving without focusing on a set formula for activity. Other activities started to appear in corporate health promotion programs, such as yoga, tai chi, and pilates. These activities have been included in aerobics programs as options to increase strength, flexibility and balance. A long time ago, the focus was "no pain, no gain," but now people want to relax their minds and find peace. A recent study conducted at Duke University showed stress management programs can make a difference in the recurrence of heart problems. Heart disease affects 13.5 million Americans every year and costs the country $117 billion in treatment and lost work days. The emphasis on balance and stress management makes sense. Employees need to be motivated to take care of their health for all the right reasons. In Dr. Cooper's book, *Faith-Based Fitness*, he shares, " It doesn't matter how young or old you are. The secret to success is to find some powerful motivation to get you started and keep you going. Somehow, you have to become convinced that achieving good health and fitness is essential to transform you into the kind of person you're meant to be."

Mind for Healing

We cannot control everything. Yet our response or attitude to life is something we can control. Our mental attitude can make all the difference. As much as 25 percent of the population may suffer from moderate depression, anxiety and other emotional disorders. Studies done on depressed patients doing aerobic exercise showed positive anti-depressant effects. If people have a better mental attitude and feel "good" on the job, they will be more productive. Studies have also shown that lifting weights (anaerobic activity) can "lift" depression. The mental benefits of exercise help because depression can lead to lethargy, irritability, low self-esteem, sleep problems, overeating, and a host of various physical illnesses. Dr. Herbert Benson, professor at Harvard Medical School, has discovered what he calls the "faith factor." In his book, *Beyond the Relaxation Response,* he explains the faith factor involves two important elements—a strong personal belief

(continued on page 16)



Tips for A Fit Body and Mind at Work

Use common sense. Before beginning any new workplace fitness program, determine if it's right for your employees and whether it fits into your mission and objectives. You're more likely to get support from management if you can show your program is based on medical/scientific principles that work. Programs work if they produce healthier, more productive employees. Better yet, if they reduce insurance costs.

See if you can incorporate the basics of mind-body fitness into activities you are already doing. For example, during the cool down at the end of aerobic classes, you can incorporate a special time of relaxation. Use unique music and teach basic progressive relaxation techniques. Give tips on tightening, holding and then relaxing different muscle groups. The basic idea is that by fully relaxing your muscles, you can relax your mind.

Conduct a stress management program that teaches the basics of attitude, communication and relationship management; job organization and time management; dealing with anger; relaxation techniques and lifestyle management. This type of program was conducted for employees at Boston Beth Israel Hospital and psychiatric claims dropped by 22 percent and turnover was cut in half over five years.

The Cooper Fitness Center has incorporated yoga, tai chi, and pilates classes in their aerobics program. If you start classes other than the usual fitness fare, make sure they are taught by safe qualified instructors who can plug into your company structure and mission.

Look for the "mind-body" element in basic fitness activities. Create a walking route to enjoy the fresh air and scenery. Relax in the great outdoors. If you relax your mind and get fit—it's mind-body fitness. It could include visualization, affirmations or guided imagery—but it doesn't have to. Urge employees to take a balanced approach to fitness, to be aware, tune into their bodies and how they feel. Encourage them to be disciplined and committed to be the best they can be in body, mind and spirit.

(continued from page 14)

system and acceptance of caring for your body, and the practice of prayer and meditation. With these two forces at work, there can be additional healing benefits for people with backaches, high blood pressure, headaches and depression. Other than the common cold, back problems are the number one reason employees take time off from work and the leading cause of disability for everyone under 45. Heart disease continues to be the number one killer in America. Depression affects over 17 million people and, if left untreated, can lead to alcohol or drug abuse, family or work problems and chronic disability. A safe and effective exercise program can help restore health both mentally and physically.

Wounded at Work

Gone are the days of long-term loyalty by employer or employee. Employees used to find security knowing they had a job—for life. Studies now show the average employee will change jobs four to five times in their careers, producing added stress. Managed care has made everyone more conscious of health care costs and created a new zeal to help employees prevent problems before they occur.

Employers are improving the bottom line by offering health promotion programs as an added benefit. Wisely, most health promotion programs do offer fitness activities, because they can help reduce costly health problems and are a great morale booster. Employees need and want benefits that help them deal with the reality of job stress. For employees, every benefit counts. Sometimes, workplace health and fitness programs can even make a difference between life and death.

It's about feeling good and being more productive and energized for work, family, community service and leisure activities.

Eventually, everyone will face a problem or crisis out of their control. It pays to be ready. Whether it's a physical, mental or emotional challenge, if an employee is fit in mind and body, they will recover more quickly. One young, hardworking woman was on her way home from the corporate office when she was brutally attacked and left for dead. She recovered and continued to gain strength at her workplace health and fitness center. When asked how she got through the crises, she said her workplace fitness program had given her the strength to survive the ordeal and recover. She continued with her workplace aerobics classes, lifted weights and began to take martial arts classes, offered as a new health promotion program at work. The classes offered a way for her to relieve mental stress, gain physical strength, and learn more about protecting herself. Keeping up with her fitness program enabled her to have a winning attitude and aided in her recovery. She refused to be a victim. Faith, prayer and mind and body fitness at work were her keys to success. Developing physical, psychological and spiritual strength are essential.

Putting it All Together

The mind-body approach recognizes our needs are more than physical. This is not a new idea. The largest fitness organization in the world, the YMCA, has always said its most important mission is to promote health in mind, body and spirit. Wellness programs should take this approach, because it is a concept that works. The new buzz about mind-body fitness may help us look at an important truth. An excessive emphasis on looks, leanness and fanatical fitness was never a good idea. At their best, fitness programs are about discipline and health in mind, body and spirit. It's about feeling good and being more productive and energized for work, family, community service and leisure activities.

Ask any health and fitness professional—trends and buzz words come and go. Base your fitness programs on principles that have staying power. Make sure your programs are delivered by caring, encouraging, knowledgeable professionals, who can deliver bottom-line results and make a difference in people's lives. Perhaps we can all learn from studying Dr. Cooper's approach. He's been doing something right for almost 30 years. When I asked him what he thought his most important legacy was, he didn't hesitate in his response. He said, "Being married 38 years and having two great kids."



Ruth Gordon Howard R.N., M.A. is an authority on health promotion programs. She can be reached at (800) 992-7711, E-Mail: RuthSoars@aol.com.



NESRA'S 57TH ANNUAL CONFERENCE AND EXHIBIT

LAKE BUENA VISTA, FL.

APRIL 29- MAY 3, 1998

NESRA has the sessions you need to develop your employee services programs. Innovative sessions will provide you with the most current resource information and give you a complete look at what elements make up an excellent employee services program. It is a great opportunity for employee services providers to network together as we move to achieve our dreams. Learn about how to stay out of the rain and keep dry under the Employee Services Umbrella. Here's a sample of the concurrent sessions and the general sessions NESRA has in store for you.

Concurrent Sessions Exclusively Through NESRA

- Reinventing Your Employee Services Department
- Strategies For Great Employee Stores
- Chapters and the Internet
- Creative Fundraising Programs
- Employee Store Workshops
- Turning Employees Into Well-Informed Travelers
- Showing The Impact of Your Health/Wellness Programs
- Employee Services 2000
- Untapped Resources—Partnering with Local Park Districts
- Corporate Fitness Trends
- Addressing Work/Family through Employee Services
- Employee Store Merchandising Strategies To Maximize Sales Per Square Foot

"Care Packages for the Workplace– Dozens of Little Things You Can Do to Regenerate Spirit at Work"

Barbara Glanz
Barbara Glanz Communications, Inc.



In this action-oriented, idea-packed session Barbara Glanz will help employee . service providers stimulate both managers' and employees' creative spirits. She will help them understand that even amidst turbulent change, they can choose to make a difference in their workplaces every day, ultimately impacting both employee morale and productivity and profit. Most employees in our world today are in survival mode, just trying to get through each day. They need to take responsibility for their own careers and find a new sense of purpose in their work, a value-based commitment that comes from within .

Barbara is an internationally known author, speaker, and consultant. Her many areas of expertise, her love of reading and research, her passion for her message, and her caring for people have resulted in her becoming known as "the business speaker who speaks to your heart as well as to your head!" She lives and breathes her personal motto: "Spreading Contagious Enthusiasm™."

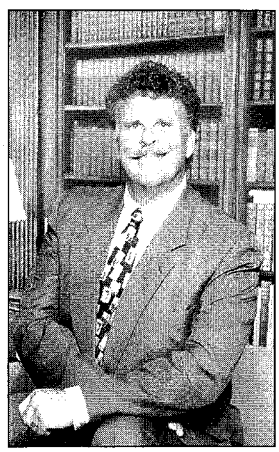


Reach Beyond the Challenge

Marilynn J. Semonick, CSP
Spectrum Communications

Marilynn Semonick, CSP, founded Spectrum Communications in 1981 with the belief that creating tomorrow through decisions made today, we can influence the future as least or as much as it will impact us. To meet today's challenging trends, and to cross into the new millennium, we need to increase our awareness, focus our energy, think creatively, anticipate the future and work effectively with others. Learning, practicing and mastering strategies to succeed will expand our options, transcend our limits, and empower us to perform more effectively as we find joy in work and in learning.

Blending education and presentation, Marilynn's audiences continuously respond with renewed energy and insight to create that which they desire—and leave behind that which gets in the way.



"If Not You... Who? If Not Now... When?"

Michael F. Staley
Golden Hour
Motivational Resources

Surviving a harrowing accident at the Daytona International Speedway while treating an injured driver, Mike F. Staley transformed from a decorated Fire Rescue Officer to an "Arsonist... of the Mind," devoting his life to igniting the inner beings of others. Often hilarious, always insightful, Michael grips his audiences with high powered messages of focus, power, teambuilding, and personal and professional development.

Mike knows the power of impact and the actuality of how teamwork saves lives! We will recognize our mortality, acquire a realistic and honest outlook on life, learn to redefine problems as challenges and seize Mike's nationally recognized "attitude for gratitude."

NESRA's
57th Annual Conference and Exhibit
Disney's Coronado Springs Resort, Lake Buena Vista, Florida
April 29 - May 3, 1998

Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status ____ CESRA ____ RVESRA

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ____ No ___

Does your company have an employee store ?___ Yes ____No Do you manage it? ____ Yes ___No

Expected date of Arrival _____ Departure _____

( ) Please check if you have disabilities and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/20/98	After 3/20/98
Delegate-NESRA Member	$460	$475
Non-Member Delegate	550	575
Associate Member non-exhibiting	800	850
Spouse	210	225
Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/98. After that date, refund cannot be guaranteed.

All room reservations must be made **directly** with Disney's Coronado Springs Resort. We cannot guarantee room availability after 3/29/98, consequently we suggest you telephone in your room reservation to the resort at (407) 939-1020. Be sure to state you are part of the NESRA Conference. NESRA Conference room rate at Disney's Coronado Springs Resort is $126 per night (single or double occupancy).

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THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION INVITES YOU TO JOIN A NEW MEMBERSHIP CATEGORY

NESRA SELECT

A Commitment to Professional Development

by John Felak, chair NESRA Strategic Planning Charge

Just what is **NESRA Select** and why is it so important to you? As an Employee Services provider, it is very important to you and our field if you are serious about your job and profession. NESRA Select is a commitment to Employee Services.

The value of a NESRA membership is different to each member company. The NESRA Select category is for the member company and the member who are looking for more in their membership. For many, the benefits you now receive are well worth the money and they will continue to be provided. The NESRA Select membership will be an additional benefit for a more committed and involved employee services provider.

In August, 1996, the NESRA Strategic Long Range Planning Charge recommended to the NESRA Board of Directors a need to enhance the Employee Services profession. In October of the same year, a task force was formed to meet and make a recommendation on how to enhance the profession of Employee Services. The result of this committee work is what follows:

We determined some members are ready to seek more knowledge, to "raise the bar" in key benchmarking areas and are willing to work to achieve it. We created this new category, which first requires NESRA membership; second, an additional commitment of $300 and third, the completion of a detailed membership application. We have named this category NESRA Select, referencing your opportunity to select a higher level of knowledge, thereby enhancing the field of Employee Services. Once defined, these member companies will contribute data to benchmark against other NESRA Select members in the

I believe this membership category and the services it provides can influence my output on the job. It will better prepare me for the responsibilities I am preparing for, but may not currently have.

For example, in the last two years I have acquired responsibility for exhibiting at the company safety conference, started a shooting range, opened two new employee stores, produced the company newspaper for 13,000 people and made a presentation to management to develop a national employee services program. Needless to say, I could use some help, and may be able to give some as well, in addressing these new issues. NESRA Select is the opportunity for me to address with my peers ideas, successes, failures and new methods to make my program more valuable to the company.

–John Felak, CESRA, executive director, SRS-ORA

areas of staff, facilities, programs and salary surveys. The core benefits of membership will include two books currently published by NESRA and enhanced internet access to benchmark against other programs and participate in forums with other members. NESRA Select members will have the opportunity to ask a question and receive feedback on a topic of choice, via the internet, from other NESRA Select members. A monthly broadcast fax will be provided giving advance notice of NESRA functions, current legal concerns and political or legislative action affecting Employee Services and trends of the field. It will include additional research material on presenting the value of Employee Services to management. There will also be dedicated sessions at the national conference.

Our profession and our national association are changing. It is our responsibility to prepare for the changes that will shape our programs and our individual careers. This membership category and the services it will provide can influence your output on the job. It will better prepare you for the responsibilities you are preparing for, but may not currently have.

Is this membership category for you? The choice is yours. Your only requirements are to remain a NESRA member, invest in the membership fee and be ready to contribute and receive valuable information for yourself and your program.

As information reaches your desk in the near future, consider this new level of membership. Call NESRA Headquarters at (630) 368-1280 to sign up today!!

What's In It For You?

Here are 5 Reasons Why You Should Attend NESRA's 57th Annual Conference & Exhibit

April 29 - May 3, 1998
at Disney's Coronado Springs Resort
Lake Buena Vista, FL

1. Energy! Imagine being at the newest Disney property with the movers and shakers of the most innovative employee services programs.



2. Contacts. You need more hours in a day. The contacts you make at the conference can save you days of research in the future.

3. Coaching. You're new to employee services and need to learn how to start programs. NESRA's speakers and members are very supportive. They can give you instructions on how to start a program.



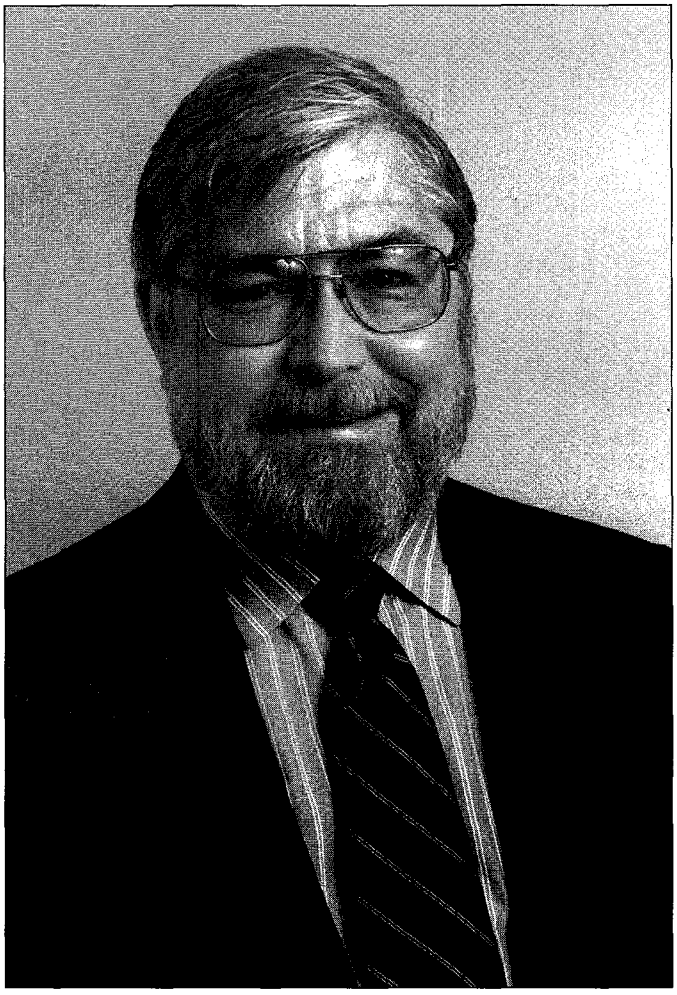
4. Spice. Your employees want something new. NESRA's Exhibit Hall features loads of new products and services to spice up your program.

5. Know-How. You're baffled by the Internet. Sure it looks like fun but how can you use it for work? You can find out how to make the internet useful for your employee services responsibilities.

Use the Registration Form on page 19 to sign up today!

Through this interview, you'll learn more about NESRA and

NESRA's 1998 President Phil Hall, CESRA



Hall plans to focus on these areas during his presidency:

1. *Successful implementation of **NESRA Select** membership*
2. *Successful transition of chapter support to field offices*
3. *Improved leadership development*

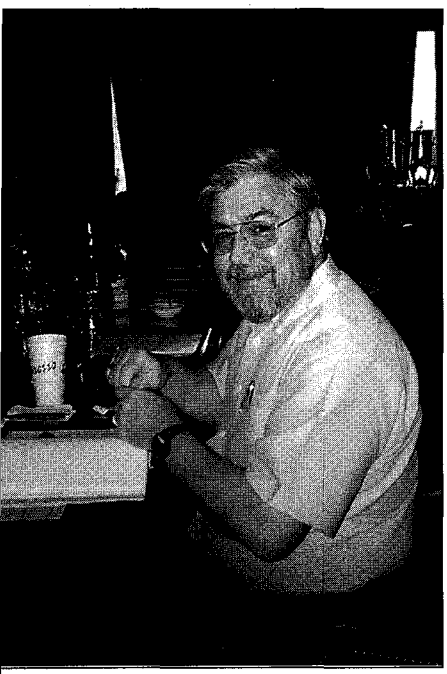
Phil Hall explains: The first two goals are born out of the changes that will take place during my presidency. The successful implementation of the new membership category of **NESRA Select** is paramount in helping NESRA develop its expertise position. Moving chapter support to field offices will free up National Headquarters' time to concentrate on committed employee services providers.

As for leadership development I believe we are at a crossroad for developing future leaders for NESRA. We are seeing fewer volunteers coming from the traditional channels, so new methods of identifying and recruiting future leaders must be found. I hope to focus some of our attention this year to resolving this issue.

Changes in Store for NESRA

Employee Services Management: What ingredients are needed to put together a winning combination for NESRA?

Phil Hall: I believe there are three things that need to take place. Commitment from Organizational Members, commitment from Associate Members and aggressive support from our National Headquarters office.



At the Fall Board of Directors Meeting, Hall is pleased to hear about the plans for NESRA's upcoming conference.

Employee services is becoming a recruiting tool both to large and small companies. Organizational Members must be committed to running the best programs they can. Large employee services providers must become mentors to smaller growing programs. I get real frustrated when I see a strong employee services program not participating in NESRA because they think they know everything...and they may. But they need to share that knowledge, not keep it to themselves. I think we need to develop more of a mentoring program.

Associate members must become committed to the value of employee services; they must think beyond their "sale" and become part of the NESRA sales force. Most Organizational Members are busy working within their own company. Associate Members on the other hand are out selling their products or services to other companies. I think we need to make this environment work for us.

Finally the NESRA National Headquarters must provide quality support to the employee services programs around the country. The identification of the NESRA Umbrella will help us all focus on a set of core programs, and the addition of **NESRA Select** will give us the support and network to develop our expertise.

ESM: Just as you are beginning your term as President, NESRA is rolling out new offerings. What is NESRA Select and who is it for?

Hall: **NESRA Select** is a new membership category for those employee services providers who are truly interested in the field of employee services. It's an opportunity to share their experience with other providers and an opportunity to learn what is on the cutting edge of employee services. To get involved, one must make an investment and fill out a detailed member profile. Your investment will include two NESRA books, a **NESRA Select** track at NESRA's Annual Conference, a monthly fax of new services and new happenings in the field and Internet access to peers' member profiles for benchmarking purposes plus a salary survey report.

ESM: In what ways has serving on the NESRA Board of Directors helped you do your job better?

Hall: Networking, networking, networking. As manager, employee services for Compaq Computer Corporation in Houston, TX, serving on the Board has introduced me to a core of dedicated employee services professionals to use as a sounding board. It has created friendships and a more intense understanding of the employee services field. Serving on NESRA's Board of Directors has allowed me to be on the cutting edge of this field. And in some ways has allowed me to help shape the direction of the field.

ESM: In what ways has the NESRA network helped you in your job?

Hall: Being a part of NESRA has given me a better understanding of what employee services should be. NESRA keeps me from having to reinvent the wheel—saving time and energy. Probably most important, NESRA has provided a network of peers—employees of other companies doing what I do for Compaq. People I can call and talk to about what's working and what's not working. NESRA has given me resources to help me do my job better.

ESM: You've attended many national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?

Hall: Networking. The conference gives me an opportunity to recharge my battery. I go and enjoy the fellowship of my peers. I learn what other companies are doing. I like the

face-to-face conversations. Through talking with others, I learn what's new, what's working and what is not working.

New attendees at NESRA' s conference benefit first and foremost from the opportunity to develop relationships and friendships. They can learn firsthand what others are doing and how it relates to their companies. It's a motivating and learning experience for new practitioners.

ESM: Who introduced you to NESRA?

Hall: My first involvement in employee services was when I joined Compaq in 1989. Prior to Compaq I was with YMCA, and there was a networking organization of Y professionals providing support. When I entered the employee services field, I looked for a similar resource and found NESRA. At the time, the Houston Chapter was failing. I located a couple members, Dan Bush and Pud Belek, CESRA. Together we were able to revive the chapter.

Hall's View on Employee Services

ESM: What is your background and how did you enter the employee services field?

Hall: I am a health and physical education graduate. I spent 20 years working for YMCA, first in Chicago, IL, then Madison, WI, and finally in Houston, TX. I was looking for a new position in the YMCA at the same time Compaq was looking for its first professional employee services manager—and as the story goes—they made me an offer I couldn't refuse.

I find my work in employee services very similar to my work for the YMCA. In both cases I develop programs and services for members. While our "members" are different the process is very similar.

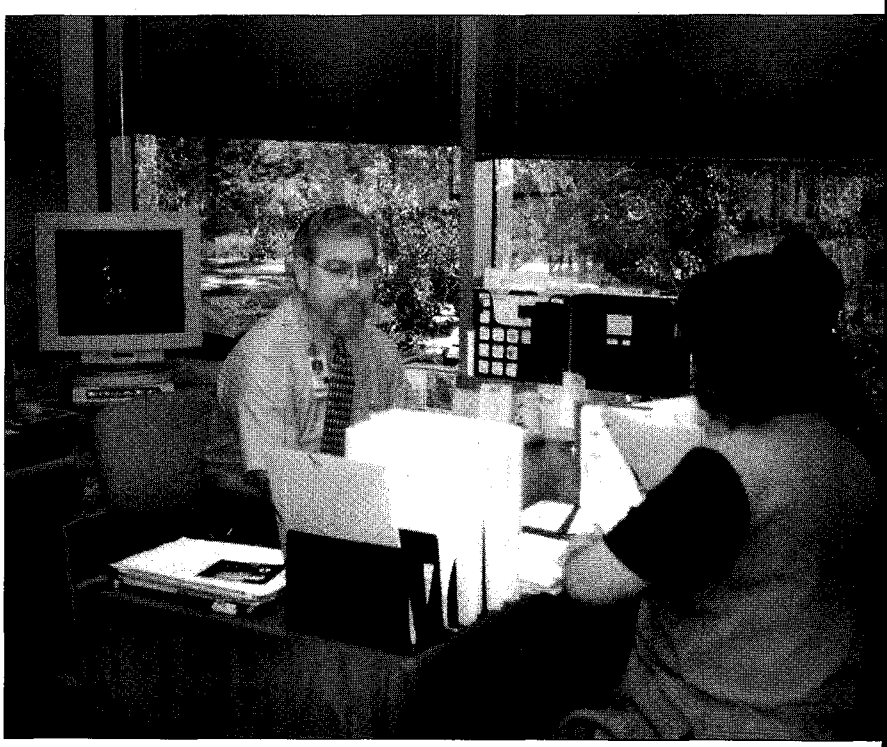
ESM: What perception do you think corporations have concerning employee services? Does this image need to be changed? If so, in what way?

Hall: I believe that Corporate America's perception of employee services is changing for the better. Both large and small corporations are in a struggle to attract the best employees they can. They all offer a benefits program. Employee services programs are becoming a component of their recruitment process.

I don't know that the image of employee services needs to be changed. We just need to do a better job of telling our story.

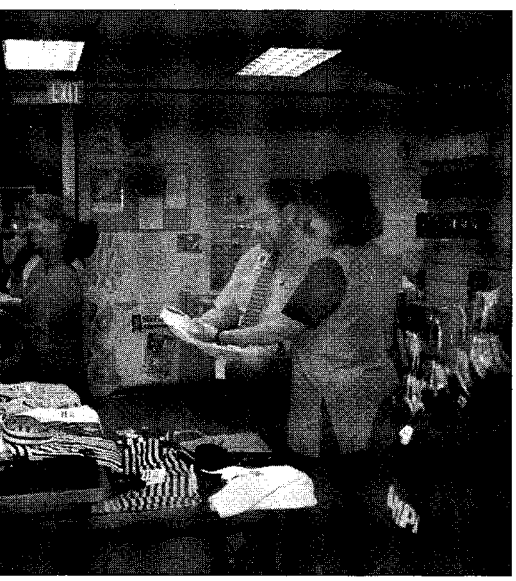
ESM: What do you see different in employee services from when you started in the field?

Hall: All companies are facing increased competition. This translates into cost reductions and in many cases program elimination. Compaq, like most companies, has had to tighten its belt. Our employee services program has had to tighten its belt. But what I see as the greatest issue is the loss of volunteers. As companies reduce headcount there are fewer people to do the same work. With the pressures of work and family, employees are not as willing to volunteer their time for the employee association as before. This is putting more pressure on the remaining staff and volunteers to maintain the level of program and services.



Hall meets with an employee volunteer of the newly formed ACE organization in Dallas. The Dallas and Austin organizations have recently been formed.

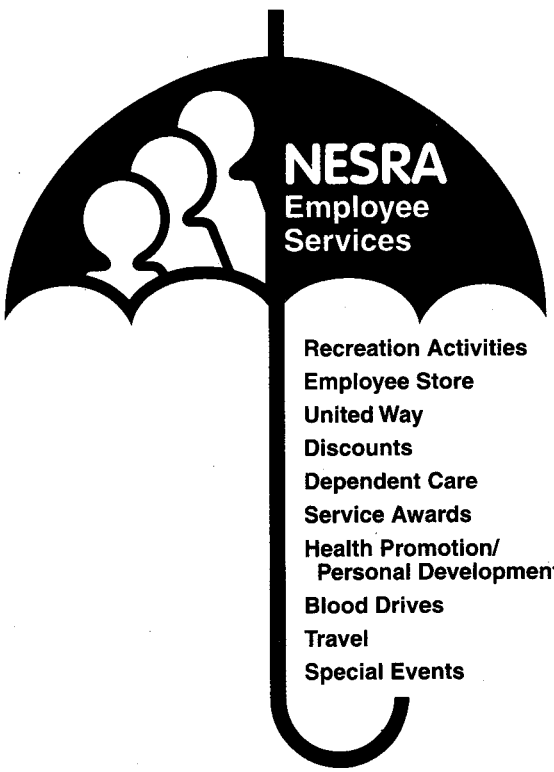
ESM: Explain how your work environment has changed over the past three years and how this created an opportunity for your employee services department?



Recently, Hall discovered how to outsource his store and still maintain control of it.

Hall: Just over three years ago, our employee association lost a substantial part of its company financial support. We also lost a number of staff. For a short period of time we struggled to change the way the employee services department conducted programs. We went from subsidized programs to user-paid programs. The size of the program shrank because employees had to pay. It took a couple of years for employees to realize that this was the way things were going to be. Many of our programs have returned to their original size.

The Association also determined that we needed to develop alternative sources of revenue if we were going to continue to provide a level of service. The only income producer we had was our logo merchandise catalog, so with company help we expanded the catalog into a store that has grown over the years. We now use the profits to help fund our programs.



ESM: How do you continue to come up with new ideas for programs?

Hall: First, I get some ideas as a result of networking with colleagues across the country. Secondly, through working with employee volunteers, I've found that volunteers come up with some great ideas.

ESM: I understand Compaq is planning to build a new facility. Tell us about the new center and what it means to your department.

Hall: Compaq is building a new conference center cafeteria. This will become a traffic hub for our company and we are pleased that our store has been given space in this area. Our store is the visible portion of our employee services program and most programs and services can be accessed from the store. This will be a great move for us.

ESM: What direction do you see your program taking in the next five years?

Hall: I think there will be continued growth in special interest programming like the scuba club, genealogy club—specific special interest areas. There will, of course, continue to be sport and fitness programs, but I think special interest programs will grow more.

Compaq is becoming a truly global company that has implications for employee services. While there are a few employee clubs overseas, I do not believe that employee services will become "global." I do believe however, that employee services will become more national in scope. We now have two chapters—one each in Dallas and Austin, TX.

ESM: NESRA's Employee Services Umbrella is a tool to define employee services. What impact does it have on the employee services field?

Hall: I think for the first time since my involvement in NESRA, we have a relatively clear definition of what employee services could be/should be. It's not perfect but a great start. We now have a common focus that all employee services providers can use. Ultimately, we can use this umbrella to describe our expertise. When someone looks for help with any of the components under the umbrella, they can call NESRA. Then NESRA will become the expert of choice.

ESM: What has contributed to your happiness?

Hall: First and foremost family. I spend a lot of time with my family. Secondly, a fun job. Helping people do things they like to do—providing people with opportunities to improve

their quality of life. It's fun to go to work most of the time—not all the time—but most of the time.

I learned a long time ago that you have to force yourself to make time for your family. Jobs like ours are overwhelming. We are in the warm/fuzzy people service business. It's addictive. You have got to find the time and energy to spend time with family. You have to take time to find balance. You will be a better employee for it.

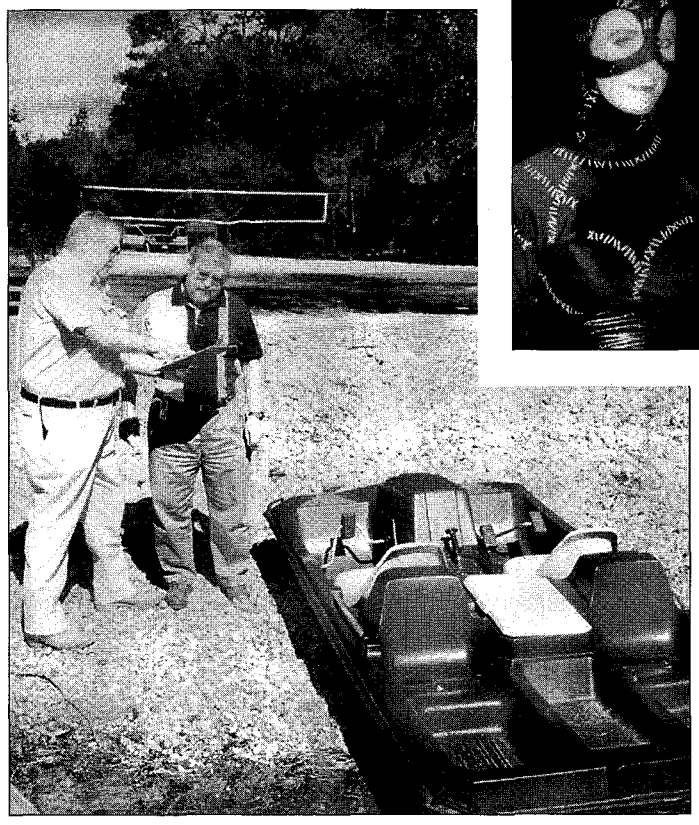
ESM: How do you relieve stress?

Hall: I relieve stress through physical and outdoor activities such as water skiing, hunting, fishing, golfing and working in my yard. I have also redeveloped a hobby of maintaining a marine fish tank. I am trying to create a mini-ocean reef. It's very difficult to be successful at this, so it is challenging. It's also very relaxing.

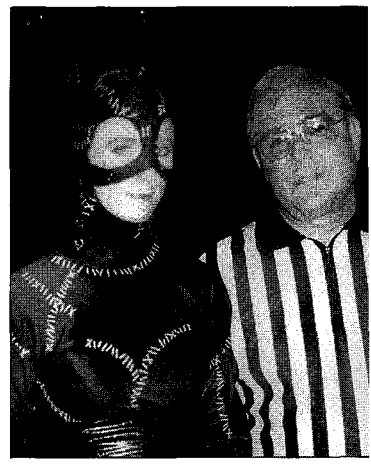
ESM: What goals do you have for yourself?

Hall: My goal is to make the employee services program at Compaq a truly valued part of the company...and then to help the company extend its employee services program across its growing and decentralized organization.

Another goal is to help NESRA be all that it can be.



Maintaining an employee park with a variety of equipment is part of Hall's responsibilities at Compaq.



Dressed as an umpire, Hall joins in the costume fun at the Fall Festival.

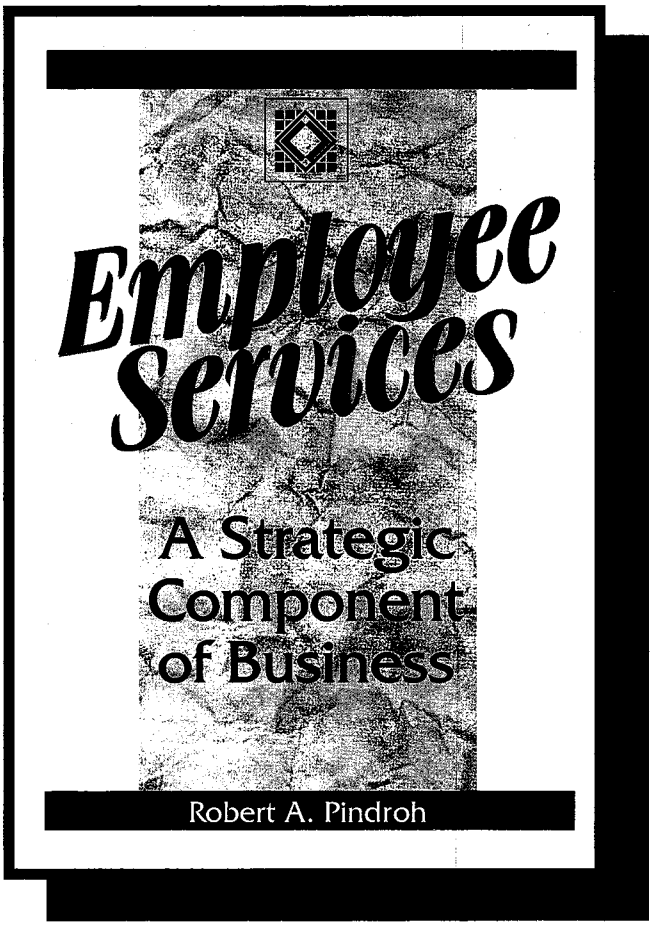
The National Employee Services and Recreation Association announces a new membership category

NESRA Select

Turn to page 21 for details. Find out how you can join this next level of membership.

New from NESRA's Education and Research Foundation!

Employee Services has a vital role in Corporate America. This book puts you in the game.



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Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

Order today for only $15.95

Yes, I want to learn how to strategically position employee services.

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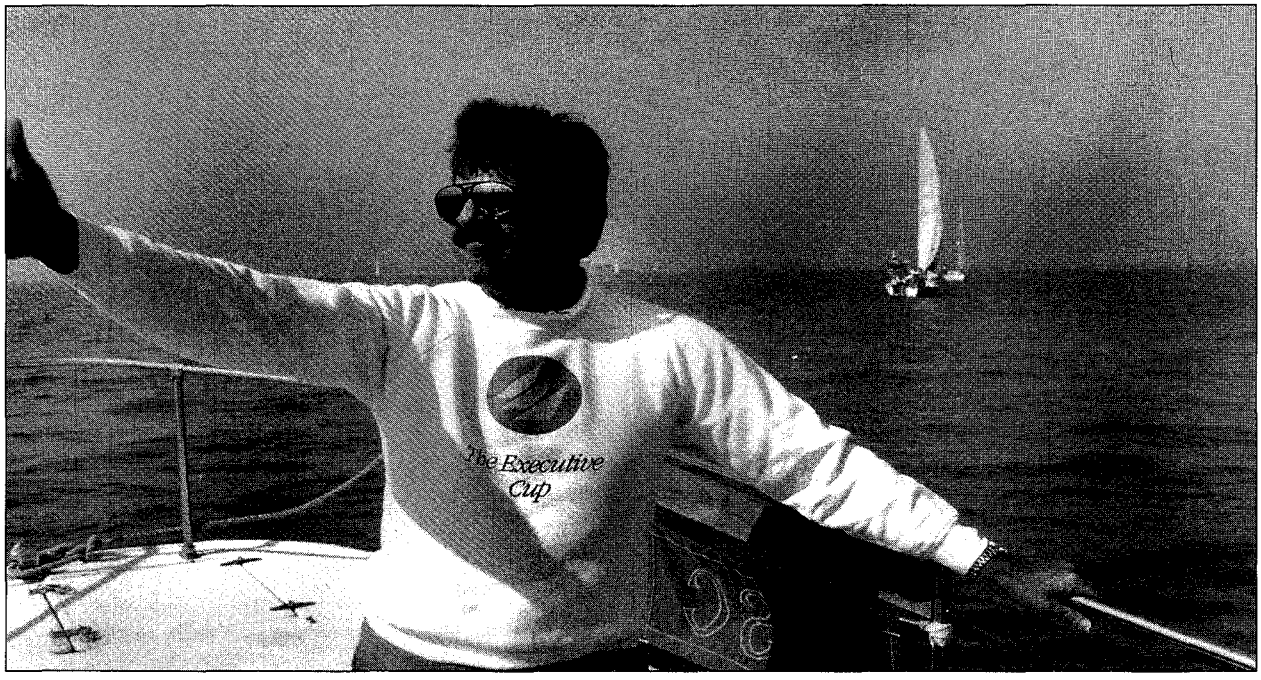
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8 Tips for Top Performance

Four Ways To Excel and Four Ways To Recover From Setbacks



Dr. J. Mitchell Perry, says business people can adapt the winning methods of the best athletes to achieve more success.

"What I took from my athletic background was extremely useful in business. Winning becomes a habit. Rising to the occasion is a practice you build—a mental discipline. All the great ones have it."

—David Pottruck, former nose tackle, University of Pennsylvania and current President and COO, Charles Schwab Company.

Athletes Michael Jordan, Tiger Woods and Joe Montana; coaches Bill Walsh and John Wooden; and most other super achievers share a basic trait. All have similar, powerful mental management skills allowing them to obtain optimal performance results under maximum pressure.

Internationally recognized performance psychologist Dr. J. Mitchell Perry coaches business executives worldwide, helping them reach their optimal performance results under maximum pressure.

Dr. Perry outlines these winning methods to prepare you for great performance. "The key to unleashing your fullest potential is to be able to ignite your surge ability while also knowing how to recover quickly from conditions that produce polarized thinking and critical self-bashing," he explains.

"This performance methodology is called Surge-Recover-Surge. It is significant because when you incorporate it into your life you will

be able to achieve optimum performance."

Simply put, it means you will excel and when there is a setback you will be able to quickly recover. Surge-Recover-Surge is the key to consistent high achievement and consistent enjoyment along the way.

Recover means quickly removing the doubt, anxiety, and lowered self trust you often inflict on yourself.

What does he mean by Surge? Surge means focus, awareness and self trust before, during and after performance tasks. It means capitalizing on your strengths, successes, good thoughts and feelings, and belief in yourself.

What does he mean by Recover?

Recover means quickly removing the doubt, anxiety, and lowered self trust you often inflict on yourself. It is recovering promptly from your setbacks and weaknesses.

Ironically, most adults spend their lives doing the opposite. They allow their critical thinking to surge, which highlights and amplifies their weaknesses—doubt, anxiety, and fear. At the same time they inhibit their ability to excel by questioning the value of enjoyment, the legitimacy of self confidence and the appropriateness of focused relaxation.

They handcuff themselves by capitalizing on their weaknesses instead of their strengths. This is about to change for you. Here is a step by step Game Plan, a formula that will allow you to consistently excel.

Surge: RVOC

Ritualize (Sharpen Your Focus)

Visualize (Preview Your Performance)

Optimize (Turn It Up and Just Do It)

Capitalize (Celebrate Your Success)

This is essential in your Game Plan for unleashing your greatest potential. It is a formula you can successfully apply in future performance situations, in preparing for them, executing them, and reacting to subsequent results. Whether it's making a corporate presentation, presenting a speech at your industry's annual convention, negotiating with your boss for a promotion, responding to setbacks, or preparing for challenges of every type, you'll Surge-Recover-Surge and prosper with success and enjoyment.

Four Steps To Surging:

1. ***Ritualize—Develop a Gladiator Mentality.***

The first step to excel in this top performance game is to be prepared: start with a ritual. It sharpens your focus and creates momentum. San Francisco 49er Jerry Rice, the greatest receiver in NFL history, is precise about his pregame preparation. Bill Walsh, Rice University coach, who propelled his 49er team to three Super Bowl championships, says the pregame preparation is very common among top athletes. He calls it the gladiator mentality.

2. ***Visualize—See A Mental Movie.***

The second step is to mentally rehearse—or "preview your performance." Jack Nicklaus, with 100 professional golf championships to his credit including 20 Majors, sees a "mental movie" before he hits every shot. Before he makes a putt, he "sinks it" first in his mind.

3. ***Optimize—Turn it Up and Just Do It.***

The third step is to pull the trigger and trust in yourself to do it. Kevin Costner, Oscar award-winning actor/director commenting on his game at the 3M Celebrity Challenge at Pebble Beach, "It was just like when I was a kid shooting baskets. Just count 5, 4, 3, 2, 1, and go for it."

4. ***Capitalize—Celebrate Your Success***

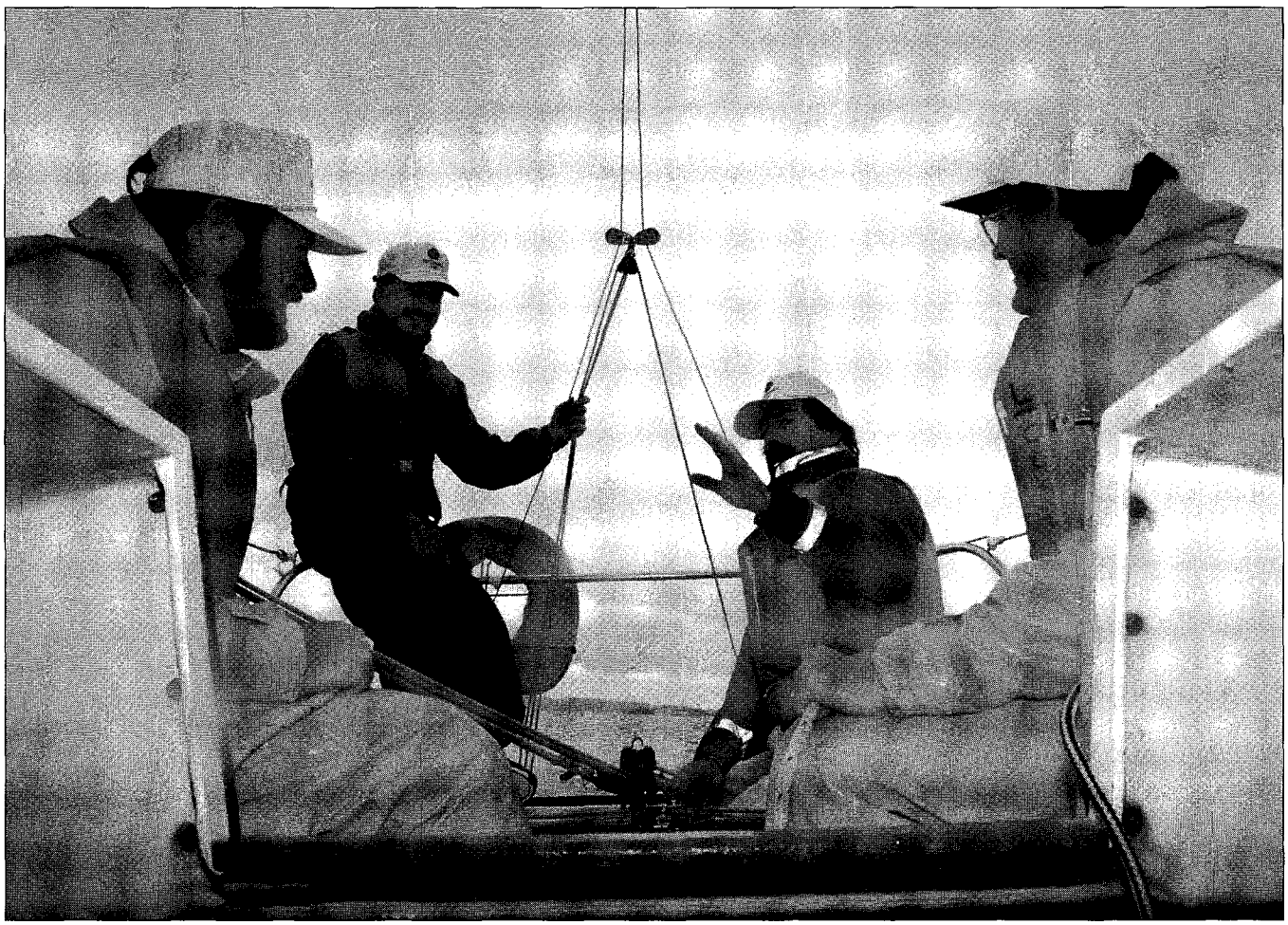
The fourth step to performance mastery is celebrating your success. Bill Gates, Microsoft founder, says, "What I do best is share my enthusiasm." There is tremendous value to exclaiming "yes!" to celebrate your success, your progress and your efforts—large and small. Watch Tiger Woods' body language when he gets a birdie—that's enthusiasm.

Four Steps To Recovering:

Here are four Steps to Recover from Setbacks:

1. ***Ask Yourself What You Are Noticing.***

The first step in recovery is to become aware. Become aware of your attitude and emotions to setbacks, obstacles, challenges and failures. You regain control when you force yourself to be aware of your reactions.



Dr. J. Mitchell Perry, organizational psychologist, onboard a 24' sailboat during his sailing adventure training program designed for executives to improve their business skills. In 1989, Dr. Perry created the "Executive Cup"—a communications classwork and sailing adventure as a way for business to build teamwork.

2. ***What Are Your Options—Create at Least Three Options.***

The second step in recovery is to avoid the two option approach such as win/lose; all or nothing; black or white. What would happen if we eliminate the yellow light from the traffic signal? Michael Jordan, NBA great, creates options when he says "there will always be another chance in another game."

3. ***What Are You Learning From Your Options—Reaching Conclusions Helps To Restore Self Trust***

The third step is to learn from your options. David Pottruck readily acknowledges that he has learned from past mistakes and human error and admits to being a wider, more effective decision maker.

4. ***What Will You Do Differently?***

The fourth step is to choose an option from the many you have created and, having learned from them, quickly decide what you will do differently. That way you will stay in the process of the performance.

In *In The Zone—Achieving Optimal Performance in Business—as In Sports,* Dr. Perry shows in detail how to surge and recover to zap personal demons that get in the way of great success in business and in life.

Dr. J. Mitchell Perry, Palo Alto, CA., is an internationally renowned corporate trainer and former family therapist and organizational psychologist. For more information contact MJ Perry Corporation (800) 358-2082 or his website at www.jmperry.com.

Angry Customers: A Step-By-Step Guide T Turning Things Around

by Richard G. Ensman, Jr.

Something has gone wrong. You can see it in the customer's face, which is turning beet red. She may be raising her voice, or issuing veiled threats.

Your knees feel a bit weak at this verbal onslaught and you're frantically trying to compose a response while keeping your emotions in check.

You could easily encounter this situation. In fact, you probably do so often. Handling it effectively is easier than you think—if you develop and practice anger response skills. Here's what they're all about.

The Beginning: The First 30 Seconds

First and foremost, listen. And listen immediately. No delays. And as you listen, remember the triggers that can deepen customer anger: a seemingly uncaring attitude, argumentation or officious bureaucratic behavior. (See Chart A "Anger Triggers: What Sets Customers Off.")

As you size up the offended customer, gauge his emotional type: Is he a methodical inquisitor? An avenger? A bureaucrat anxious to catch someone breaking the rules? A righteous victim? Understand his emotional type and you'll be able to gear your conversation accordingly.

As the customer speaks, listen with your entire body. Arch forward a bit. Keep your head erect. Gaze at the customer and nod as he emphasizes key points. At the same time, however, guard against displays of emotion on your part, however upset or angry you may be feeling.

If you should find yourself becoming defensive or angry, count to 10 (yes, this really does work) or breathe deeply for a few seconds.

After the customer gets the conversation going, signal your willingness to continue: invite her to sit down, step over to a more private location, or enter your office. This simple action on your part symbolizes your interest in the customer—and sets the tone for a productive resolution of the problem.

The Conversation: 2-10 Minutes

Allow your customer to blow off steam if she must. Early in the conversation, let her know that you take all complaints very seriously and that you're seeking a resolution of the problem. But don't promise anything at this point.

Picture yourself as an impartial observer. Let your customer know that your immediate goal is to understand the problem, as well as the circumstances that caused it and then work with the customer to address it.

Continue to listen carefully as you walk through the problem with your customer. When you must answer a question or respond to a comment, speak slowly and thoughtfully. When the customer raises his voice, nod and make a notation on your notepad; this is an expression of your attentiveness. If your customer's anger persists, offer a subtle reaction to his outbursts—for example, by moving your head back slightly whenever one occurs.

Remember the customer's emotional "profile?" Now is the time to use that knowledge. If the customer is angry that some rule wasn't followed, for instance, you might explore your procedures. If the customer feels her pride was insulted, you might praise and affirm her. Model your communication style in response to the customer.

While you must continue to actively listen, you can relax your body somewhat during this

phase of the conversation. Here, you may put the customer at ease for the first time. Continue to acknowledge the legitimacy of his emotions and offer anecdotes about poor service or problems you've encountered in the past. Move physically closer to the customer when he relaxes a bit.

And if you can, ascertain why the customer is bothered by the problem. A customer who encountered a late delivery, for instance, might not be angry about the late delivery, but about having to change her plans as a result of the delay.

Attacking the Problem: 2-10 Minutes

Up to this point you've made no promises to the customer. In fact, you may not have said much, preferring instead to let the customer speak. Apologize, if that's appropriate. Outline in general terms how you'll go about resolving the problem. If you can offer specifics—such as correcting an error, making an adjustment on the customer's account, or replacing merchandise, do so, but be sure to underpromise rather than overpromise.

If you can't firmly resolve the problem, indicate your next step: asking another individual to look into it, for example, or investigating further, or writing a letter to a manufacturer.

Give the customer options: two or three ways you can address the problem. To most customers, options symbolize power. Or if you have discretion in resolving problems, simply ask: "What can I do to make things right?" While you might not be able to meet the customer's exact terms, those few words can begin a fruitful negotiation.

If you find yourself unable to resolve the problem to the customer's satisfaction, ruminate on potentially extreme solutions: dismissing an employee...shutting the entire business down for a few hours...dropping an entire product line. These suggestions, if presented properly, sound so extreme that even diehard complainers wouldn't advocate for them.

A word of inspiration: this stage of discussion is often frustrating and aggravating. But think of it as an opportunity to sell your responsiveness. If you can make a "sale" here, you may end up with a grateful customer for years to come.

Anger Triggers: What Sets a Customer Off

Here are some of the leading causes of customer frustration and anger. As you ponder this list, ask yourself: what steps do you take to prevent these problems from occurring in the first place?

- Long delays
- Service or sales problems that result in serious customer problems or emergencies
- Uncaring or "sloppy" attitude
- Wasted time, such as excessive trips back and forth to a retailer's location
- Failure to listen
- Failure to follow customer's instructions
- Broken promises
- Financial losses that result from poor service
- Inability to provide needed answers or information

Taking Leave of Your Customer: 30-60 seconds

The close of your conversation is an opportunity for you to thank your customer for bringing the problem to your attention and creating learning opportunities for you. It's an opportunity, too, for you to reaffirm the customer-seller bond. A firm handshake, a small gift, or a warm invitation to call back anytime works wonders for the relationship.

How'd You Do? 1-2 Minutes

After the customer leaves, take a minute or two to reflect on what you did right and what you did wrong during the encounter. Did you identify the problem quickly? Establish rapport with your customer? Did you meet your own complaint resolution standards?

After assessing your own performance, make a note in your calendar to call or write the customer in another day or two. And note, also, any action you must take to meet promises you made to the customer.

Remember, confronting and addressing customer anger is a skill. Like any skill, you can improve your efforts with practice. Look upon encounters with angry customers not as occasions to be feared, but as opportunities to improve your skills and demonstrate to your customers that you're really as responsive as you claim to be!

Richard G. Ensman, Jr. is a freelance writer in Rochester, New York. He can be reached at (716) 889-4151.

The NESRA Education & Research Foundation

Welcomes proposals for research to be done to prove the positive effects of employee services programs. If you or a peer is involved in producing such research, contact NESRA Headquarters (630) 368-1280, to learn more about how NESRA's Education and Research Foundation can help further the research's progress.

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Debt: Is It The Greatest Work/Family Challenge That Your Employees Face?

By Michael Scott

Financial Debt. It can cripple the dreams of an entire family. Often, it silently leads to lower productivity and increased stress in the workplace. In extreme cases, it can lead to costly employee turnover for your company.

If you have a hunch that a number of your employees are crying out for advice on how to relieve the crippling burden of debt, consider the following:

- A *USA Today*/CNN Gallup poll recently reported that 35 percent of 1,006 American adults surveyed indicated that they have no money set aside in the event of a financial setback.
- Nearly half (49 percent) of those surveyed in a recent Merrill Lynch poll said that the amount of consumer debt they were carrying (not including mortgage payments or home equity loans) exceeded their savings. On average, respondents said they allocated about 21 percent of their income toward paying non-mortgage consumer debt.
- In this same Merrill Lynch survey, nearly one-quarter of the respondents said they were "very concerned" about their ability (financially) to provide long-term care for a family member and more than one-third of these respondents said they would rely on special insurance to cover these needs.

These trends are the very reason why the Social Security Administration estimates that of those Americans who reach the age of 65, only 2 percent are self-sustaining. The rest find themselves unable to enjoy the prime of life because much of the money they've earned has been wasted away.

So what types of value-added services can you offer as an employee services professional to assist your employees in effective money management? Here are a couple of suggestions:

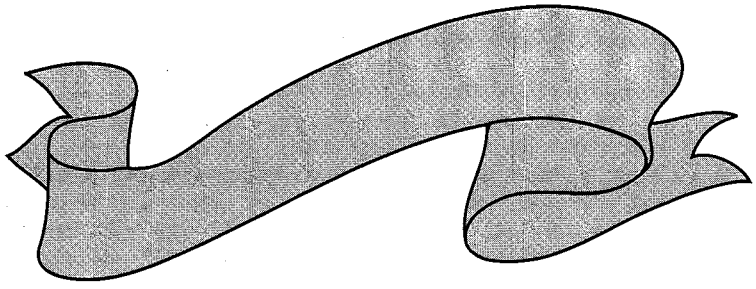
$ ***Money Management Counseling:*** This service could be offered in partnership with your company Employee Assistance program or as a stand-alone off-site benefit through your local Consumer Counseling Center. Confidentiality should be a priority with any service of this type—for employees, more than anything else, view their financial matters as being extremely private.

$ ***Money Management Events:*** Here is a suggestion that proved successful for me when I was involved in employee service activities within the healthcare field. You may want to set up a benefits fair in conjunction with your wellness fair to offer employees valuable information on the best use of their benefit dollars. You will want to invite representatives from your company's benefit providers to set up booths and discuss with your employees various benefit savings that are available to them. You may even want to invite a financial advisor from an investment firm to conduct a free seminar on budgeting, investing, saving and other effective money management practices.

Henry David Thoreau once wrote, "The mass of people lead lives of quiet desperation." You can play an invaluable role by providing money management services that assist your employees in moving from a state of desperation to a lifestyle that is meaningful, worthwhile and productive for themselves as well as your company.

Michael Scott is a new, regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as at various chapters nationally. Please send him suggestions on articles that would be useful to you in addressing work-life issues within your workplace. His e-mail address is: EUpower2u@aol.com.*

Get the Recognition You Deserve



NESRA has added new categories to its
Awards of Excellence Program

You will receive a NESRA Awards Brochure in your mail soon.
Submit your entry for these exciting new awards:

"Being a part of the NESRA Awards of Excellence Program is a tradition here at Blue Cross Blue Shield of Texas. Your award allows us to showcase the best of what we do. Being in a corporate environment, it's important for our management to see the quality of our work judged and recognized on a national level."

—Suzi Murphy, Health Promotions Specialist
Blue Cross Blue Shield of Texas

Entries must be received by February 20, 1998

Innovative Program Award recognizes the individual employee services program that breaks through tradition

The Research/Benchmarking Award will be awarded to the best studies that show the value of employee services

Employee Store Award will be awarded to the best employee stores that have contributed positively to an organization's overall culture and have proven to be a significant contributor to increased employee morale and productivity.

Plus NESRA's Eastwood Award will continue to be presented to best overall employee services program to companies in five categories based on company size.

NESRA

National Employee Services and Recreation Association
2211 York Rd., Suite 207
Oak Brook, IL 60523-2371
(630) 368-1280
(630) 368-1286 FAX
e-mail: NESRAHQ@aol.com
Internet: http://www.nesra.org

NESRA Charters First Wisconsin Chapter

On Thursday, October 23, 1997, NESRA chartered its newest chapter and the first in Wisconsin—Wisconsin NESRA. Former Director of Member Services Ken Cammarata and Staff Intern Amy Ehrenhofer attended the evening meeting, held at the Country Inn in Pewaukee, to present the chapter charter to President Sue Rowe of Miller Brewing Company.

Charter members of the chapter include American Family Insurance, Mercy Health Systems, S. C. Johnson Wax, Six Flags Great America and Wisconsin Gas Company. If you know of any companies in the southeastern Wisconsin area that would benefit by becoming a member, contact Sue Rowe at (414) 931-3324.



Renee Dooman, Mercy Health System, Wisconsin-NESRA program director and Dick Becker, CESRA, American Family Insurance, Wisconsin-NESRA secretary greet attendees to the charter meeting of the chapter.

NESRA 1998 Board of Directors

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Member News

Bright Horizons, a back-up child care center, held a grand opening of its Newark facility with the help of Cookie Monster, Prudential's Health Care Bear, musical entertainment and local officials. Employees and children of **Prudential**, **PSE&G** were on hand to participate in the center's canvas hand imprint and ribbon cutting ceremony. Back-up centers enable parents to bring their children to the center when their primary child care arrangements fall through at the last minute, or when school is closed but the office isn't.

Ceridian Performance Partners, Minneapolis, MN, a business unit of the Ceridian Human Resources Group, is a newly-merged company that helps individuals, work teams and organizations manage the full spectrum of work and life issues to achieve top performance and enhance business results. Ceridian Performance Partners offers a full range of solutions for various scenarios such as single parents juggling the stress of working and parenting, to employees battling substance abuse, to workplace violence training.

CIGNA Corporation, Philadelphia, PA, joined hands with the Lee Apparel Company and the Susan G. Komen Breast Cancer Foundation to help eradicate breast cancer. CIGNA participated in a one-day fund-raising event for breast cancer research.

Frank DeLuca, CESRA, has a softball park named in his honor. The Stratford, CT council voted to rename the AlliedSignal softball field to Frank DeLuca Hall of Fame Field. DeLuca, a National Amateur Softball Association (ASA) Hall of Fame

Continued on page 38

member since 1974, was instrumental in making the field available to Stratford teams over the years, and also played a significant role in the town's purchase of the field from AlliedSignal last year.

Ralph Ferrara, CESRA, General Mills Inc., Golden Valley, MN, was recently named one of "100 Top Volunteers" at his company for his work in community service projects, NESRA Education and Research Foundation and other activities. In honor of this accomplishment, $100 was donated by General Mills to each winner's choice of organizations. Ferrara chose the NESRA Education and Research Foundation to receive his donation.

Martin Goland, president of Southwest Research Institute, San Antonio, TX and NESRA's 1993 Employer of the Year, passed away on October 29, 1997. We offer our condolences to his family, friends and work associates.

John Rath, CESRA, Frito-Lay Inc., Plano, TX, was featured in *The Dallas Morning News*. Rath rides his bike to work at least three of five days, for a round-trip of 44 miles. Not only is it a way to beat rush-hour traffic but it gives him an enjoyable way to get outside for the physical exertion, fresh air and greenery, Rath told the newspaper.

Don Schneider, CESRA, is retiring from Western-Southern Life Ins. Co., Cincinnati, OH, on December 31, 1997.

Sony's Loews Theaters Exhibition Group and Cineplex Odeon merged to create one of the top revenue-generating movie chains. The new company, to be called Loews Cineplex Entertainment, expects to sell about $1 billion in tickets this year at 2,600 screens in 460 locations.

Attendees Converge on Seattle

Over 170 delegates and over 60 exhibitors gathered in Seattle, WA, September 4-7, 1997 to experience the 43rd Annual NESRA Western Region Conference & Exhibit hosted by the Seattle Employee Services and Recreation Association.

The four-day conference's theme, "Choice, Challenge, Change," expressed three goals: 1) to take a look at the choices we make in our lives and learn how to make even better ones; 2) to challenge our thinking about the way we do our work and interact with others; and 3) to talk about opportunities for change and learn skills to make those changes.

The Opening Night Extravaganza, hosted by Disneyland and National Car Rental, took place at Planet Hollywood. The closing night festivities were hosted by Universal Studios Hollywood at the Pacific Science Center near the Space Needle. The guest program included tours of Boeing's Everett Plant, The Museum of Flight, the Space Needle and Seattle's Underground Tour.

The 44th Annual NESRA Western Region Conference & Exhibit will be held September 10-13, 1998 in Palm Springs, CA and hosted by the Associated Industrial Recreation Council.



Conferen attendees the limbo with Universal Studios a the Saturd evening function.

NESRA 1998 Region Directors

Midwest: Mary Daniels
Northeast: Quintin Cary, CESRA
Southeast: Karen Woods
Southwest: Denise Staudt, CESRA
West: Traci Jones

Welcome New CESRAs

NESRA kudos go to the following people who have passed their CESRA examination:

- **Dolores (Dee) LeMieux,** program coordinator, Fairview University Medical Center, Minneapolis, MN.
- **Walt Pryor**, cast activities representative, Walt Disney World, Orlando, FL.
- **John Rath**, manager, Frito-Lay Employees' Association in Plano, TX. John serves as NESRA's Southwest Region National Director; Chair, Awards Committee and Chair, Fitness/Health Committee.

These new CESRAs will be honored during the Certification Luncheon at NESRA's 57th Annual Conference & Exhibit this year in Lake Buena Vista, FL.

Board of Directors Establishes New Directives

At the Fall NESRA Board of Directors meeting, a new directive to enhance the Employee Services profession was unanimously approved for immediate implementation. The decisions are threefold. First, a new membership category called **NESRA Select** was created. The normal membership benefits will remain as they are for those not opting for NESRA Select.

Secondly, to create time for NESRA Headquarters to enhance this level of membership, a new Eastern Field Office was created on January 1, 1998. This new office will service all memberships east of the Mississippi to develop leadership, improve communication, promote NESRA benefits and support chapter and regional functions.

Thirdly, the Board is revising the dues structure for Organizational and Local Associate memberships. Local Associates will not have any portion of their dues directed to NESRA Headquarters. All Local Associate dues charged will remain in the chapter in which they are assessed. Local Associates will continue to receive your chapter benefits. Effective immediately, all Chapter Organizational members will be assessed $130 per year, payable to NESRA Headquarters. This new dues structure may provide chapters with more funds, depending on the number and ratio of Associates to Organizational members they have.

These changes will greatly enhance our profession by allowing NESRA to spend more time servicing our Employee Service Providers, which is our mission. It maintains the independence of chapter organization, yet makes available the employee services functions you need to do your job.

The 1998 Awards of Excellence Program has been revamped. Three new categories have been added: Innovative, Research/Benchmarking and Employee Store. The Eastwood Award category will be retained with the addition of three questions.

The Policy Committee reviewed and approved new guidelines for effectively addressing membership complaints.

In 1998 the term project team will no longer be used and will be replaced by the term committee.

NESRA's 57th Annual Conference and Exhibit

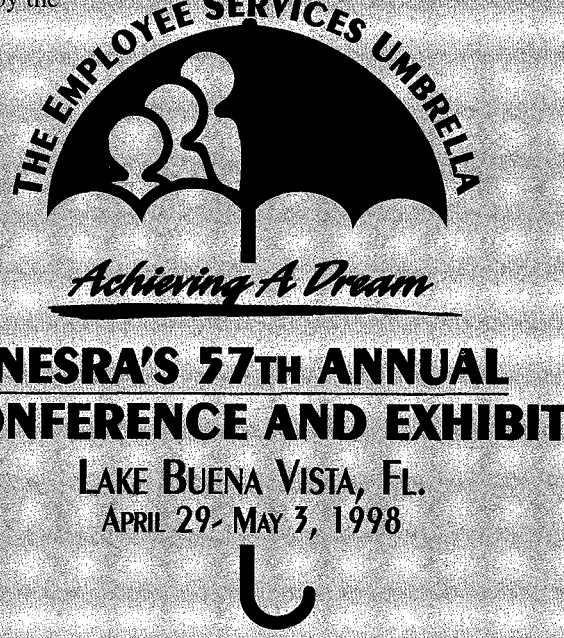
NESRA's 57th Annual Conference and Exhibit will be held April 29-May 3, 1998 at Disney's Coronado Springs Resort, Lake Buena Vista, FL. This annual conference will assist you in trying to "Achieve a Dream." It is a great opportunity for employee service providers to network together as we move into the 21st Century. Learn about how to stay out of the rain and keep dry under the Employee Services Umbrella.

General Session topics include: "Care Packages for the Workplace—Dozens of Little Things You Can Do to Regenerate Spirit at Work," by Barbara Glanz; "Coloring Outside the Lines℠" by Jeffrey Tobe; "Reach Beyond the Challenge" by Marilynn J. Semonick, CSP; and "If Not You...Who? If Not Now...When?" by Michael F. Staley.

Calendar

January 29 - February, 1, 1998— Winter Board of Directors Meeting, Coronado Springs Resort, Lake Buena Vista, FL.
February 20, 1998— deadline to submit Awards of Excellence and Chapter Merit Award entries.
April 29 - May 3, 1998— NESRA's 57th Annual Conference & Exhibit, Coronado Springs Resort, Lake Buena Vista, FL.
September 10-13, 1998— NESRA Western Region Conference & Exhibit, Palm Springs, CA. Hosted by Associated Industrial Recreation Council.

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Editor/Production: Karen G. Beagley



National Academy of Human Resources: Sixth Class of Fellows



Members of the 1997 NAHR class are, left to right, (standing) Thomas A. Kochan, Steven Kerr, J. Thomas Bouchard, William J. Kirby, Howard V. Knicely, Jay F. Hundley, Betty Southard Murphy, Robert M. Byrnes, Robert B. Corlett; (sitting) William L. Bucknall, Wanda A. Lee, Steven M. Darien, Gerald A. Knechtel and Mike L. Burns.

The National Academy of Human Resources (NAHR) installed its sixth class of Fellows, an honor considered the most prestigious in the field of human resources, on November 6, 1997 in New York.

The 13 Fellows of the 1997 class represent a wide range of professional backgrounds and are among the field's top practitioners and scholars. Chair of the Academy, Mr. Howard V. Knicely, executive vice president of TRW Inc., was named 1997 Distinguished Fellow, the Academy's highest honor.

"The 1997 Class of Fellows continues NAHR's tradition of recognizing the country's top HR leaders," said William S. Johnson, President of NAHR. "The dedication of these Fellows to professional excellence in human resources will further enhance this organization as we collaborate to advance the work of the profession."

1997 Distinguished Fellow: Howard V. Knicely, executive vice president, human resources and communications, TRW Inc.—Fellow Class of 1992

The 1997 NAHR Fellows are:

- J. Thomas Bouchard, senior vice president, human resources, IBM
- William L. Bucknall Jr., senior vice president—human resources and organization, United Technologies Corporation
- Mike L. Burns, vice president human resources and total quality culture, The Goodyear Tire & Rubber Company
- Robert M. Byrnes, senior vice president—human resources, International Paper
- Robert B. Corlett, vice president, human resources, Lockheed Martin Corporation
- Steven M. Darien, retired vice president, human resources, Merck & Co., Inc.; president, Darien Technology
- Jay F. Hundley, vice president and director of personnel, JCPenney Company
- Steven Kerr, vice president, corporate leadership development and chief learning officer, General Electric Company
- William J. (Jay) Kirby, senior vice president, FMC Corporation

Continued on page 42

Buyer's Guide Update

Here's a listing of new National Associate Members since publication of the Buyer's Guide in the Nov./Dec. issue of ESM

American International Travel Services, Inc.

7041 Grand National Dr.
Orlando, FL 32819
(407) 354-0070 ext. 201
(407) 354-0023
Contact: Tara Edwards

We are a full service, bonded travel agency and have been specializing in low cost vacations since 1993. Accommodations are always at first class national chains. Presently our guests can enjoy 7 Days and 6 Nights for $199 for up to a family of five.

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(800) 327-9173
(407) 396-1000
(407) 396-6542 FAX
Contact: Sharon Scott

This Five Sunburst property is located just 2.5 miles from the Walt Disney World resort. Each one of the 333 guestrooms features a mini-refrigerator and safe. Complimentary shuttle is available to Disney's theme parks. Call our 800 number for further information and excellent rates.

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Baltimore, MD 21201
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(410) 347-8693 FAX
E-Mail:
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Contact: Donald Loren

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Baltimore, MD 21231
(800) 345-0990
(410) 522-5051 FAX
Internet: www.mvcp.com
Contact: Melissa Neff

MVCP is a free service offered through corporations and organizations to help their employees and members save time and money when buying a new car or truck. MVCP is currently available in the Mid-Atlantic and Northeast and is expanding nationally.

Pet Assure

10 S. Morris St.
Dover, NJ 07801
(973) 537-9889
(973) 537-9868
E-Mail: JRBUDNGR@aol.com
Contact: Randy Budner

Pet Assure[sm] is the purr-fect benefit for your employees. Members receive a 25 percent discount on veterinary care and savings on other pet needs.

Samsung Opto-Electronics America, Inc.

40 Seaview Dr.
Secaucus, NJ 07094
(201) 902-0347
(201) 902-9342
Contact: Gene Soyka

35mm compact camera and binoculars, amps, digital and single lens reflex are available through Samsung Opto-Electronics America, Inc.

Sprint PCS

4900 Main
Kansas City, MO 64112
(816) 559-3594
(816) 559-3690 FAX
E-Mail:
rjulieo1@Sprintspectrum.com
Internet: www.sprintpcs.com
Contact: Rick Julien

Sprint PCS has the largest 100 percent digital, 100 percent PCS nationwide wireless phone network in the U.S. Sprint PCS offers businesses and consumers improved call quality, reliability, security and features superior to today's conventional cellular offerings. We are sponsors of NESRA's website, http://www.nesra.org You can link to our site from NESRA's.

Update your *'98 NESRA Buyer's Guide* by noting these corrections:

Table Charm (Merchandise) change of address: 6707 Lincoln Ave., Lockport, NY 14094

Group Sales Unlimited (Family) new address: P.O. Box 68125, Schaumburg, IL 60168-0125

NAHR CLASS OF FELLOWS

Continued from page 28

■ Gerald A. (Jerry) Knechtel, vice president, personnel, North American Operations, General Motors Corporation
■ Thomas A. Kochan, George M. Bunker, professor of management, Sloan School, Massachusetts Institute of Technology
■ Wanda A. Lee, SPHR CCP, senior vice president, corporate human resources, PacifiCare Health Systems.
■ The Honorable Betty Southard Murphy, partner, Baker & Hostetler

Academy members select Fellows based on the individual's achievements, sustained excellence and contributions to the broad field of human resources. The Fellows are from a variety of public, private and nonprofit organizations. In addition to HR practitioners, candidates eligible for NAHR Fellowship include those in HR-related disciplines, such as scholars, lawyers, journalists, and consultants, whose contributions warrant their peers' recognition.

The National Academy of Human Resources was established in 1992 and recognizes individuals and institutions in human resources for sustained outstanding professional achievement and contributions to the field. Through Academy Foundation-sponsored educational programs and research projects, the NAHR also plays a key role in expanding the knowledge base of HR and supporting professional human resource achievement.

TAMING TECHNOLOGY

Continued from page 44

Still, the fastest way to get shareware is through the Internet. The best shareware repositories include CNET's Shareware.com (http://www.shareware.com) and Jumbo (http://www.jumbo.com).

◆ ***Academics, Seniors, and Nonprofits.*** Ace Software Express (800-377-9943) of Cliffside Park, N.J., offers discounts on Windows and Mac software to students, teachers, and—with programs from Corel—to seniors and nonprofit organizations as well. The programs are identical to full-priced versions, except they can cost less than half as much.

◆ ***Previewing.*** There's little worse than spending a couple of hundred dollars for a heavy-duty program only to find it doesn't meet your needs. Software demos may be of little help, since many are just marketing tools.

Most software renting was made illegal in 1990 by the Computer Software Rental Amendments Act. Some companies have bypassed this law with a setup that lets you make a deposit to preview a program before deciding to buy. If you buy, your deposit is applied toward the purchase price. If you don't buy, you simply return the program and forfeit your deposit.

For a week-long preview of the program, including all manuals, Wedgewood Rental (800-433-2938) of Fort Worth, TX. charges anywhere from $10 for games to $115 for Adobe Photoshop, plus postage. The company has more than 5,000 Windows and Mac titles in stock.

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Saving Money on Software

By Reid Goldsborough

Sure, computer software is less expensive than it used to be. But some of today's top packages can still cost as much as a week-long vacation. The standard version of Microsoft Office 97 can set you back $450, and the professional version costs even more. Fortunately, for savvy shoppers, there are ways to save.

◆ ***Comparison Shopping.*** Even if you buy retail, look through the back of a computer magazine for ads from mail-order companies to gauge current pricing. Call two or three of the toll-free phone numbers listed since printed prices may have changed since the ad was created.

If you have Internet access, websites such as Computer Shopper's NetBuyer (http://www.netbuyer.com) automate the process of comparing prices of the same product from different vendors.

◆ ***Evaluate Your Computer.*** If you don't have a state-of-the-art computer, it may not make sense to pay top dollar for state-of-the-art software. You may not even be able to run the latest programs on your system.

The UsoX (http://www.midwinter.com/usox) is a classified-ad website for Windows, Mac and other platforms. Nearly 900 programs are currently listed. You can quickly search through the site's database for what you want.

Run any program you buy through a virus checker. The site warns you not to use it for piracy. If you make a copy of the program for yourself, don't try to sell the original.

Recycled Software (800-851-2425) of Las Vegas buys used software, inventories it, and marks it up before selling it. It's currently selling Microsoft Office Professional for $199. For your money, the service virus checks each program and ensures that all disks are included. Most of its programs can be registered or upgraded. The company says it doesn't sell any software whose licensing agreement prohibits its resale or transfer.

◆ ***Computer Shows.*** These flea market-like events are held on weekends at race tracks, convention centers and college campuses. Vendors range from regional distributors trying to clear out inventory to individual entrepreneurs. Check newspaper or magazine ads for shows near you.

Don't buy a "For evaluation only" version of the program—you won't be able to get support for it or a discount on future upgrades.

◆ ***Shareware.*** These programs are meant to be shared so you can try before you buy. If you use a program regularly, you're asked to send the developer a registration fee, which is equivalent of buying it. Registration fees are usually lower than the prices of commercial programs, though any given shareware program may not be as polished or featured-laden as its commercial equivalent.

With the popularity of the Internet, many shareware catalog companies have gone out of business. Software House (formerly Shareware Express) of Palm Harbor, Fla., still mails out its catalog for free (800-346-2842).

The company selects what it regards as the best shareware titles for its inventory and virus checks each program. It charges $2.99 for most titles plus $4 shipping and handling per order. Even if you have Internet access, it can make sense to buy registered shareware programs at discounted prices through the service—you'll eliminate screen messages nagging you to register and the possibility of a program disabling itself if you don't.

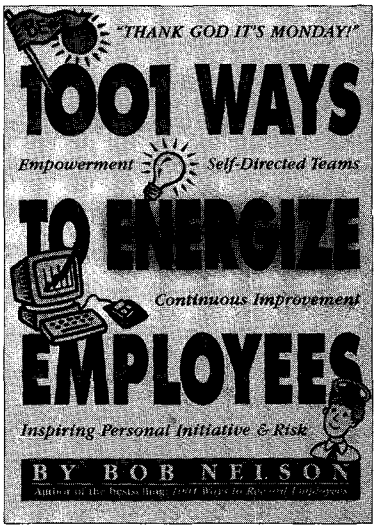
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Reid Goldsborough is a syndicated columnist and author of the book Straight Talk About the Information Superhighway. He can be reached at reidgold@voicenet.com or http://www.voicenet.com/~reidgold.

New from NESRA!

1,001 Ways to Energize Employees

by Bob Nelson



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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, ***1001 Ways to Energize Employees*** is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm. Energizing is empowerment—Dillard's Department Store managers are encouraged to override the corporate model and think outside the system. Energizing is listening—AT&T Universal Card Services employee suggestion system yields 1,200 ideas a month and millions of dollars in savings. Energizing is encouraging risk-taking—Hershey Foods gives out The Exalted Order of the Extended Neck Award. Energizing is Starbuck's making employees partners; Saturn creating teams that function as independent small businesses; Springfield Remanufacturing's opening its books to all employees.

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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- Certificate has no cash value, and any unused portion is non-refundable.
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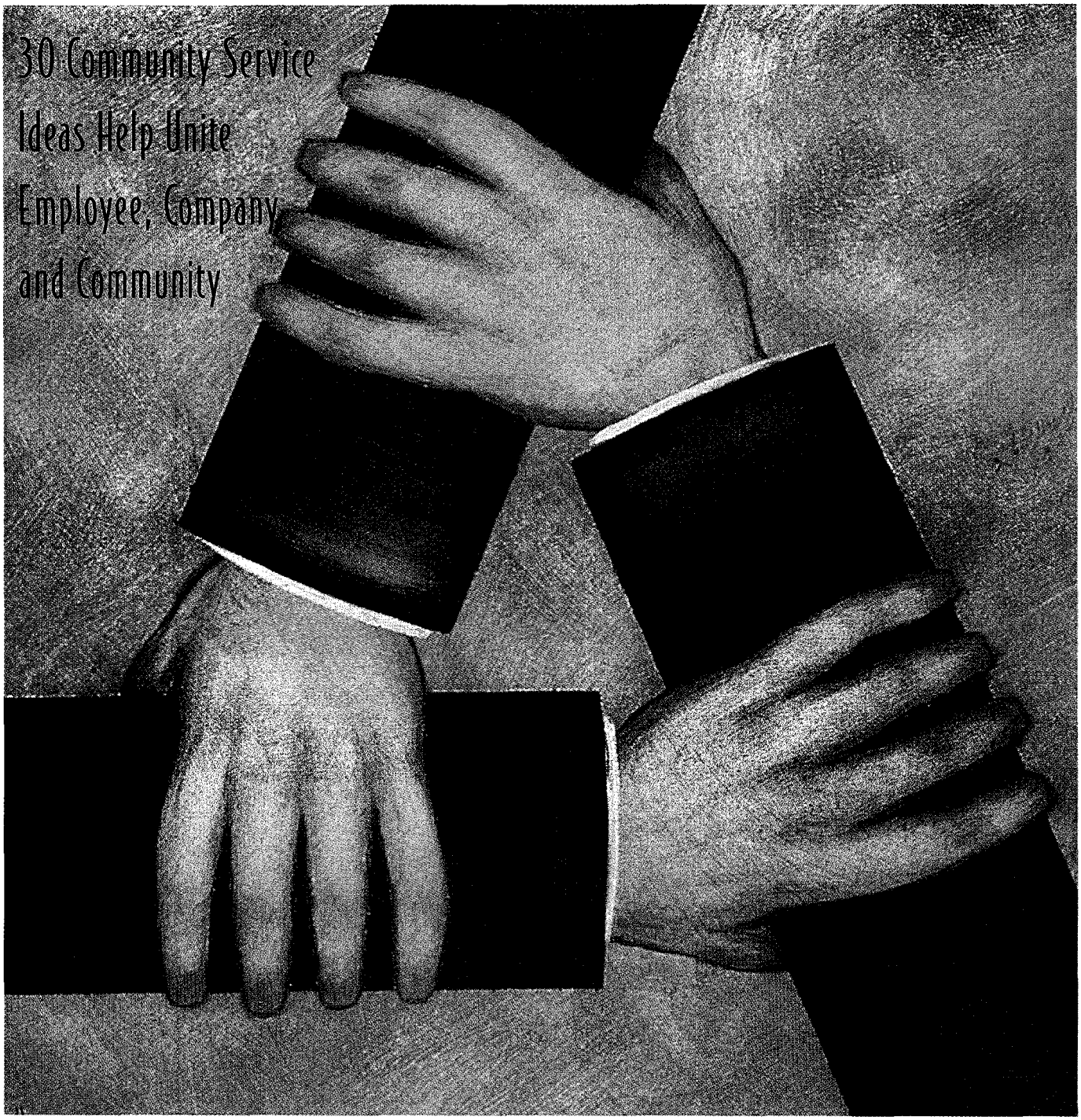
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EMPLOYEE SERVICES MANAGEMENT

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION FEBRUARY 1998

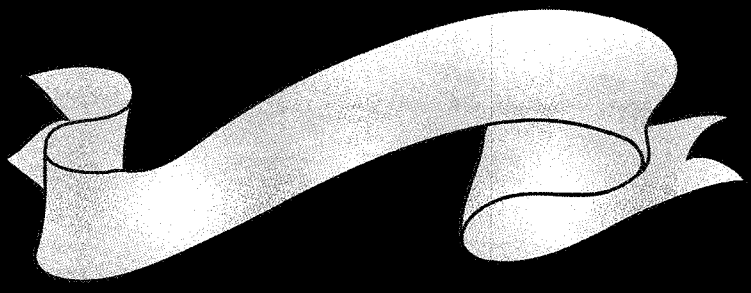


30 Community Service Ideas Help Unite Employee, Company and Community

How To Make Group Travel Lucrative

Plus, Fun Fund-raisers

Get the Recognition You Deserve



NESRA has added new categories to its Awards of Excellence Program

You received a NESRA Awards Brochure in the mail. Submit your entry for these exciting new awards:

"Being a part of the NESRA Awards of Excellence Program is a tradition here at Blue Cross Blue Shield of Texas. Your award allows us to showcase the best of what we do. Being in a corporate environment, it's important for our management to see the quality of our work judged and recognized on a national level."

—Suzi Murphy, Health Promotions Specialist
Blue Cross Blue Shield of Texas

Entries must be received by February 20, 1998

Innovative Program Award recognizes the individual employee services program that breaks through tradition

The Research/Benchmarking Award recognizes the best studies that show the value of employee services

Employee Store Award will be awarded to the best employee stores that have contributed positively to an organization's overall culture and have proven to be a significant contributor to increased employee morale and productivity.

Plus NESRA's Eastwood Award continues to be presented to the best overall employee services program at companies in five categories based on company size.

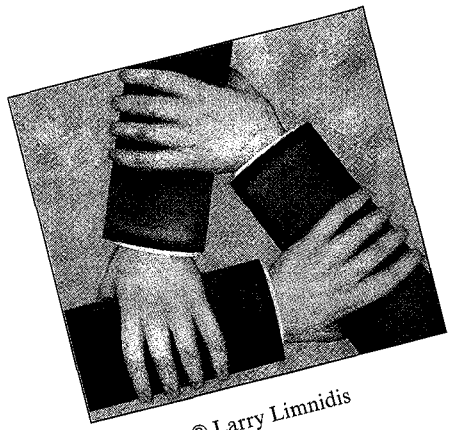
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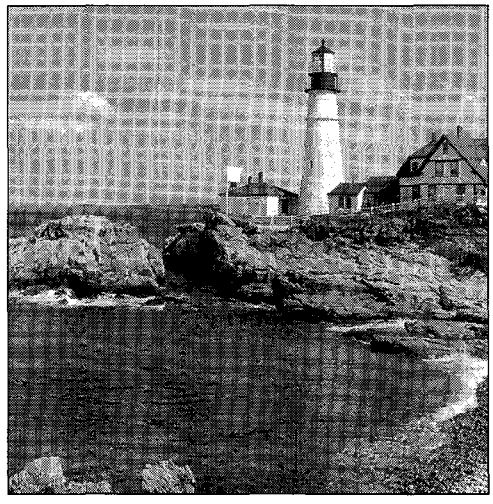
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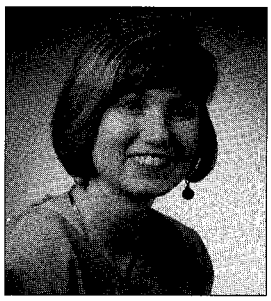
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Sign up today for the only national conference focusing on employee services.

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Spruce up your United Way campaign with these creative ideas.

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Planning group travel can be a way to generate revenue, or extend great discounts.
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By Cynthia M. Helson

Dressing for Success



Stop. The rules have changed. Dressing for success used to mean wearing a suit, polished shoes and a crisp white shirt. Nowadays, everyone in the office is wearing the latest in comfortable, business-casual clothes. It's become difficult to pinpoint what is the track to the top. And, speaking of tracks, there's been more reports of employees jumping off the career track and onto the family path. It is more difficult than ever to determine what your employees consider valuable. Attitudes seem to shift quickly and the steps to success can be leveled or turned into an escalator in an instant.

While you are supposed to know the most about your employees, you are also expected to stay abreast of national trends. That's why it's so important to keep a pulse on the values and attitudes of your company, its employees and management and to step out of your situation to see what trends are developing on a national scale.

NESRA's 57th Annual Conference and Exhibit gives you the opportunity to do just that. General speakers travel from across the country to brief you on the new techniques for boosting morale, encouraging volunteerism, career development, plus, much more. NESRA offers the only national conference focused on employee services. It's your exclusive chance to participate in workshops with your peers from across the country. At this high-energy conference, you will be updated on the uses of the internet for employee services, employee store management techniques, money-saving ideas for facilities and programs, and much, much more.

Come, find out how to "Achieve Your Dreams." While you are in Orlando, we know you'll want to research what's new at Orlando's hottest attractions, so we made it part of the program during NESRA's 57th Annual Conference and Exhibit, April 29-May 3, 1998 at Disney's Coronado Springs Resort. See page 17 for more information. Oh, and when you pack for the conference, don't forget to bring your business-casual attire.

Until next time,
Cindy

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@ix.netcom.com.

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The components of a well-rounded Employee Services Program



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"Great dancers are not great because of their technique; they are great because of their passion."

Martha Graham

Employees Make Music Together

There's no doubt that employee activities include more than just recreation. They also serve as excellent stress reducers, foster a spirit of camaraderie, and can help improve team building skills among coworkers.

When Schulmerich Bells, Sellersville, PA, decided to initiate an activity that would draw together people from various parts of the company, the answer was clear: a handbell choir.

"This may seem like the obvious choice, since we're a leading handbell producer," says Bern Deichmann, Schulmerich president. "But there was more to it than that. Our company had begun to focus on a teamwork approach throughout our operations. Over the years, we've seen the teamwork that's involved in participating in a handbell choir. It seemed like an ideal way for us to reinforce the value of working together toward a single goal, in a way that people throughout the company could enjoy."

According to Deichmann, the formation of a handbell choir was appealing for other reasons, too. "First, handbells require no athletic ability, so anyone can participate. Simple arm movements are all that's needed—there are no fine motor skills, such as those required by other musical instruments.

"Second, they're extremely easy to learn to play. There are no scales to master, no complicated fingering techniques to apply. Advanced musicians and beginners can play together, with each contributing equally to the total musical arrangement.

"And third, handbells can be enjoyed as a group by anywhere from 7-22 or more participants, depending on the number of bells in the set. The group can easily expand to accommodate new members, as needed."

Schulmerich realized another benefit from the choir, as well. According to Kermit Junkert, Schulmerich's National Handbell Director, it also helps improve the company's understanding of its customers. "As a manufacturer, it's easy to think of our products as something that needs to be produced and sold. The choir changes that. By experiencing our bells in the same way as our customers, we can gain a better perspective of their needs, so we can serve them better in the long run."

Continued on page 6



KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

Employees Make Music Together

Continued from page 5



Getting Started

Schulmerich formed its handbell choir in 1992, drawing members from almost every department throughout the company, and held a company-wide contest to select a choir name (The winner: A Touch of Bronze). The company's own music director, Phyllis Hentz, volunteered to take charge. Although Hentz had extensive experience with choir directing, she is quick to point out that experience is not essential. It is important to have someone in charge to schedule rehearsals, arrange performances, and so on.

Another essential requirement is the handbells, themselves. The size of a choir's first handbell set depends both on the organization's budget and on the number of anticipated participants. The practical minimum for making music is the two-octave set of 25 bells. Eventually, large or musically adventurous groups can work toward playing sets as large as six octaves: 73 bells.

Practice, Practice, Practice

No handbell choir is successful without a lot of hard work. So Schulmerich's choir established a practice schedule: half an hour, once a week during the spring and fall, with sessions increasing to 40 minutes when a performance is imminent.

Hentz noted that management's commitment to the choir is evident in their willingness to permit practices during company time. "This means a lot to our members," she says. "It shows them how important the choir really is."

On Stage

Performance gives participants a goal, and permits them to demonstrate what they've learned. It also helps improve company visibility, and works as an important part of the company's community relations efforts.

Schulmerich's bell choir made its debut at the company's 1992 Schulmerich Christmas party, with tremendous success. Then they took their show on the road.

"We notified local senior centers and nursing homes that we were available, and requests for performances came in right away," says Hentz. "Right now we perform six times a year, all during noon hours, since that's the time these facilities find most convenient."

For more information on starting your own handbell choir, contact Henrietta Rotelle, Schulmerich Bells, (215) 271-2771.

DID YOU KNOW?

- **Spend equal amounts of one-to-one time with all your staff members. Even a 10-minute coffee break will show you care about them and give you the chance to interact with them.**

(Source: Communication Briefings, November 1997)

- **Event sponsorship is a popular and effective means of creating customer awareness.**

(Source: The Working Communicator, October 1997)

"Life grants nothing to us mortals without hard work."

Horace, 65-8 B.C.

Lumping Leave Together

Many employers are re-evaluating their leave policies to optimize their effectiveness for the organization and workers. One popular option is paid-time-off (PTOs) policies. These comprehensive leave packages combine sick leave, personal time and vacation into one "unileave." For some employers, a PTO policy helps reduce the fear of sick leave abuse, and for employees, it often means more flexibility and control.

Following are some recent highlighted sick leave statistics from the International Personnel Management Association's Center for Personnel Research Series survey. Of the 428 IPMA agency members who responded, the following offer these options:

Cash-out sick leave at retirement	58 percent
Offer cash/pay for unused sick leave	45 percent
Offer sick leave sharing/leave banks	33 percent
Convert sick leave to vacation	11 percent
Convert sick leave to insurance at retirement	9 percent
Convert sick leave to disability insurance	3 percent
Convert sick leave to wellness expenses	.2 percent

Two packets from the IPMA's Center for Personnel Research Series provide practical pointers and sample policies for employers wishing to curb sick leave abuse and offer their employees more flexibility. *Paid Time-Off (PTO) Policies* provides samples and tips on developing unileave programs. *Sick Leave Abuse* covers policies and ideas on attendance bonus programs, sick leave incentives and annual recognition for minimal sick leave use. Contact the Center at e-mail: cpr@ipma-hr.org, fax: (703) 684-0948; phone: (800) 220-IPMA(4762) or address: 1617 Duke Street, Alexandria, VA 22314.

• You don't need to restrict your published pieces to one style of typeface. Variety adds color and interest, which tends to pull a reader in.

(Source: Graphic Monitor, July/August 1997)

• Companies that produce effective mission statements move through five phases: iteration, awareness, understanding, commitment and action.

(Source: Harvard Management Update, September 1997)

Shortening the Paper Trail

Earth Share

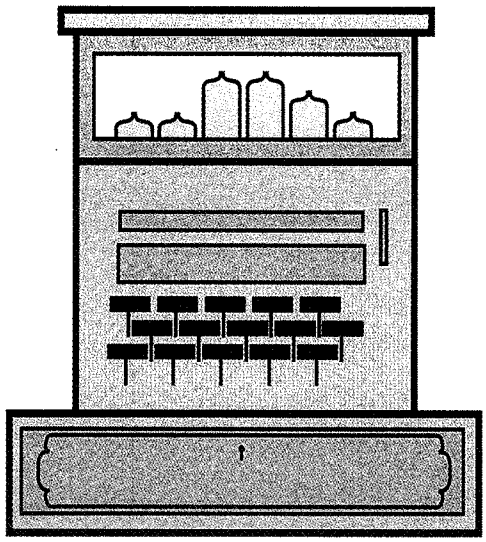
Though many companies are already recycling their office paper, here are a few other ways you can cut back on the paper trail you leave at the office:

- **Copy on both sides of the paper.** This is especially efficient for internal documents and drafts.
- **Reduce documents to fit two pages onto one.** Use for circulating rough drafts or file copies of documents.
- **Use lighter weight paper.** Lighter paper requires less energy and fewer raw materials when it's manufactured.
- **Find alternatives to mail.** Use e-mail, voice mail and fax modem transmissions whenever possible.
- **Eliminate unnecessary subscriptions.** Cancel newspapers, newsletters and magazines you don't read or can access online. Take your name off mailing lists to reduce junk mail.
- **Do a "paper" audit.** Determine the kind and volume of paper waste your company generates, then take steps to use less.
- **Make recycling easy.** Place recycling bins in high-traffic areas, including the conference room and kitchen as well as by the copier and fax machines.

Earth Share, a federation of America's leading nonprofit environmental and conservation charities, promotes environmental education and charitable giving in workplace employee campaigns. For more tips or to find out how your workplace can help the earth, view Earth Share's website at www.earthshare.org or call (800) 875-3863.

Enliven Your Store

Everyone knows that customers purchase from stores they like to shop in. If your store leaves customers with a bad feeling, they won't come back. It is important to get to know your customers by name and to learn to read them. If a customer wants to chat, take the time. If the employee is in a hurry, then speed up the transaction. Keep your store (and your sales) alive by following these tips.



✔ **Celebrate the holidays.** Decorate your store for every holiday, not just the major ones. Go to the library to find some more obscure holidays or invent some of your own. For example, have a holiday celebrating your customers' pets—decorate with animal pictures, sell pet related items and film to take pictures of those beloved animals.

✔ **Look at your sales counter.** Lots of impulse buying is made while customers are standing in line with nothing to do but look at what is around them. Think about what you place in this area.

✔ **Use all of your available space.** Don't just stack items on a shelf. Put some items in baskets or even suspend samples from the ceiling. You are limited only by your imagination.

✔ **Computerize your store.** Having everything automated helps employees track special orders and improves customer service. Make sure you use all of your software's features to enhance your organization of sales and customers. Some programs will let you track "frequent shoppers." Think about "rewarding" them with special sales.

✔ **Use your store's identity to its fullest.** Think about what sets your store apart from others and use those features.

✔ **Give customers your store name to take home.** Could you have canvas bags imprinted with your store's logo? The bag could give you exposure all over your company.

✔ **Encourage shoppers to purchase more.** Keep hand-held containers for employees to put their purchases in as they shop. If they don't have to balance their items, they will be encouraged to add one or two more items to their list.

✔ **Don't give up.** Experts say it takes a minimum of six contacts to get a customer to buy. If at first you don't succeed, try, try again.

7 Steps to Energize

The business world is undergoing unprecedented upheaval. The factors driving these changes are well-known. One critical aspect of the current business environment is often overlooked: the deadening effects of radical, continual restructuring on the emotional pulse of the workforce. Here are seven steps to energizing a restructured workforce:

Step 1: Examine changing realities. Communicate to employees the forces of change affecting markets, competition and their jobs. Acknowledge the changes in needs and values of the workforce.

Step 2: Develop a change-adept workforce. Expand employees' skills to help them thrive on change instead of fearing it.

Step 4: Lead discontinuous change. Be prepared not just to manage but to lead transformation.

Step 5: Develop the core of leadership. Become the change you want to see in others: lead by example. Transform yourself from manager to leader.

Step 6: Renegotiate the contract between employers and employees. Renegotiate the powerful potential of shared commitment.

Step 7: Liberate workforce potential. Eliminate obstacles to creative collaboration.

(Excerpted from the book "This is Not the Company I Joined!" Seven Steps to Energizing a Restructured Workforce, *by Carol Kinsey Goman, available from Van Nostrand Reinhold, (800) 842-3636.)*

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Editor/Production: Karen G. Beagley

Why Your Employees Should Know About



The NESRA logo appears on many companies' listings of employee discounts and NESRA members tell their employers about their achievements within the National Employee Services and Recreation Association (NESRA).

"We are promoting Prudential's membership in NESRA," says Mary Lou Panzano, RVESRA, who includes the NESRA logo in some of her discount listings. "We want employees to know these programs are available to them through our affiliation with NESRA," she adds. Panzano says many NESRA Associate Members supply fliers featuring their offerings that also contain the NESRA logo.

Mary Daniels, CESRA, NESRA Midwest Region Director says, "From a staff point of view, noting an offering comes from NESRA helps the staff keep track of the source of the original information." From another standpoint, Daniels says, "We like to show employees that 3M is part of the Minnesota Employee Services and Recreation Association and the National Employee Services and Recreation Association—this adds credibility to us."

It makes sense to tell employees about NESRA when you want employees to understand that you are part of a larger network that shares ideas and keeps up on the latest trends. Here's how you gain recognition as a member of the National Employee Services and Recreation Association.

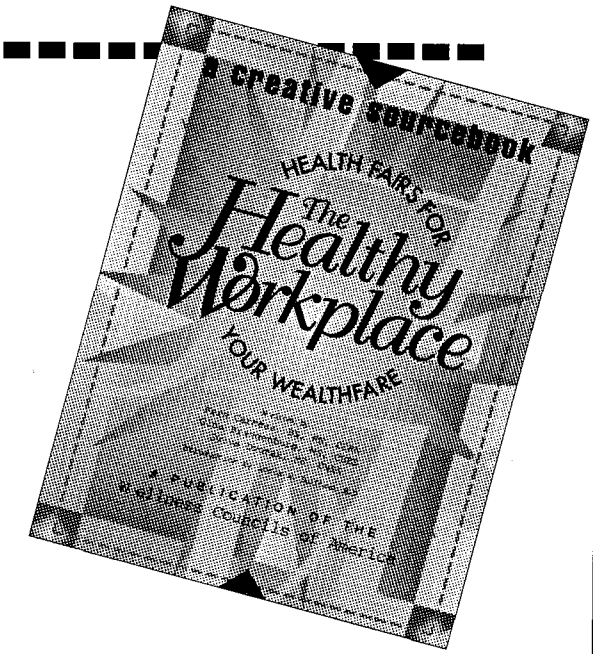
◆ ***Send a press release to your company newsletter editor announcing when you hold a position in NESRA, be it on the Chapter level or on the national level.*** This way employees will see that you are also working outside your company to bring the best programs to them.

◆ ***Display your awards from NESRA in your office.*** This helps show off your achievements and shows your company offers some of the best employee programs.

◆ ***If you are chosen as your company's representative to attend NESRA's National Conference, come back and tell members what capacity you served as ambassador—as a speaker, committee member or some other form.*** Let the employees know how their company is involved in employee services.

◆ ***When you offer an employee discount program, noting which offerings stem from NESRA can help you keep track of where to go for further questions.***

Gently educating employees about NESRA can add to your credibility as an employee services practitioner.



Here's what others say:

This sourcebook will be valuable to both the professional health promoter and the individual wearing the health promoter's hat for the year. It is simple to follow, covers all the pertinent details regarding health fair planning and implementation, and offers those all-important ready-to-use-checklists, sample letters and registration forms.

Kerry Juhl
Executive Director
Wellness Council of Central Iowa

I have played a major role in successfully coordinating and promoting health fairs for both adults and children. Knowledge that has taken me years to accumulate through hit and miss is now at your fingertips. Health Fairs for Your Wealthfare *is not only a great reference book for the beginner, it's a complete guide for the experienced health fair organizer.*

Dee Dee Colling
United Autoworkers/
General Motors Bodycare
Health & Wellness Representative

Do you need help with your health fairs?

NESRA is now distributing this great resource that is easy to read and provides the practical information you need with copier-ready forms and checklists.

The Healthy Workplace: Health Fairs for Your Wealthfare, ***is written by three health professionals who have conducted hundreds of corporate and community health fairs***

Yes, I want to order The Healthy Workplace: Health Fairs for Your Wealthfare.

Name_____

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Yes, I am a member of NESRA. Send me #_____copies @ $22 per copy.
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T-day's Workplace Survivors: Cl-ckless Job Vacuums

By John A. Challenger

If you know someone who is toxic, chances are he or she is not a coalition builder or part of the protected class.

Sound confusing?

A new workplace language has evolved, reflecting dramatic changes in the types of employees who are valued and the skills required to compete in the post-downsizing era.

Language changes to fit the times. Whenever a significant event shapes the landscape of our lives, we create new language to convey the impact. Downsizing was such an event.

While massive job cuts may be a thing of the past at many companies, workplace language reflects a new, more competitive attitude as leaner companies fight to survive.

Several examples of new workplace language are listed below:

- **Skill-short:** Companies lacking experienced workers, possibly due to earlier job cuts.
- **Protected class:** Rank-and-file employees with job experience needed by skill-short firms.
- **Boomerang workers:** Retirees returning to former employers.
- **Clockless:** Working management-style, not strictly nine-to-five; demonstrating strong commitment.
- **Toxic:** Anti-employer reputation or attitude, including litigiousness.
- **Borderless economy:** Demands of intense global competition affecting business, personal lives.
- **Gender blurring:** Unisex jobs; more women's opportunities. Technology, more female executives are key.
- **Coalition builders:** Channel talents of diverse groups.
- **Age neutral:** Dynamic mix of younger, older employees; age no issue.

The Truth About Work

David Harder, a former executive in the search and placement industry, recalls his own state of being before he decided to step back and seek his truth about work. When someone asked him how he managed his success, his reply was, "In a coma." Harder has written a book that urges people to re-examine their work to see if it is adding meaning to their lives or simply a means to an end. *The Truth About Work: Making a Life Not a Living* is intended to rouse readers from their long-held, nearly comatose beliefs about working. Instead of looking at it as a job, work should be approached as a life purpose. Rather than being obsessed with quantity, be concerned with value. And it's no longer about survival; it's about passion.

David Harder, author of *The Truth About Work: Making a Life, Not a Living* introduces the new words about work:

Old Words	New Words
Competition	Collaboration
Job description	Unique gift
Hierarchy	Flat
Survival	Passion
Jobs for life	Entrepreneurism
Quantity	Value
Industrial age	Knowledge age
Job	Life purpose
Predictability	Daily change
Creative thinking	Creativity
Mission statements	Mission questions
Covertness agendas	Truth

Whenever a significant event shapes the landscape of our lives, we create new language to convey the impact.

◆ **Fast trackers:** Willing to relocate on a dime, adapt quickly.
◆ **Soft advantages:** noninflationary enhancements in lieu of wage hikes. Example: flex-time.
◆ **Border crossers:** Multi-skilled employees, comfortably crossing from job to job within a company.
◆ **Job vacuum:** Employee who sweeps up extra tasks; shows strong work ethic.
◆ **Fresh-outs:** New graduates who require job training.
◆ **Fireproof:** Employee positioned in a growth area of the company who has demonstrated that "management's concerns are my concerns."
◆ **Work-giver:** What employers are called in Russia.

John A. Challenger is executive vice president of Challenger, Gray & Christmas, Inc., an international outplacement consulting firm. The firm pioneered outplacement as an employer-paid benefit in the 1960s.

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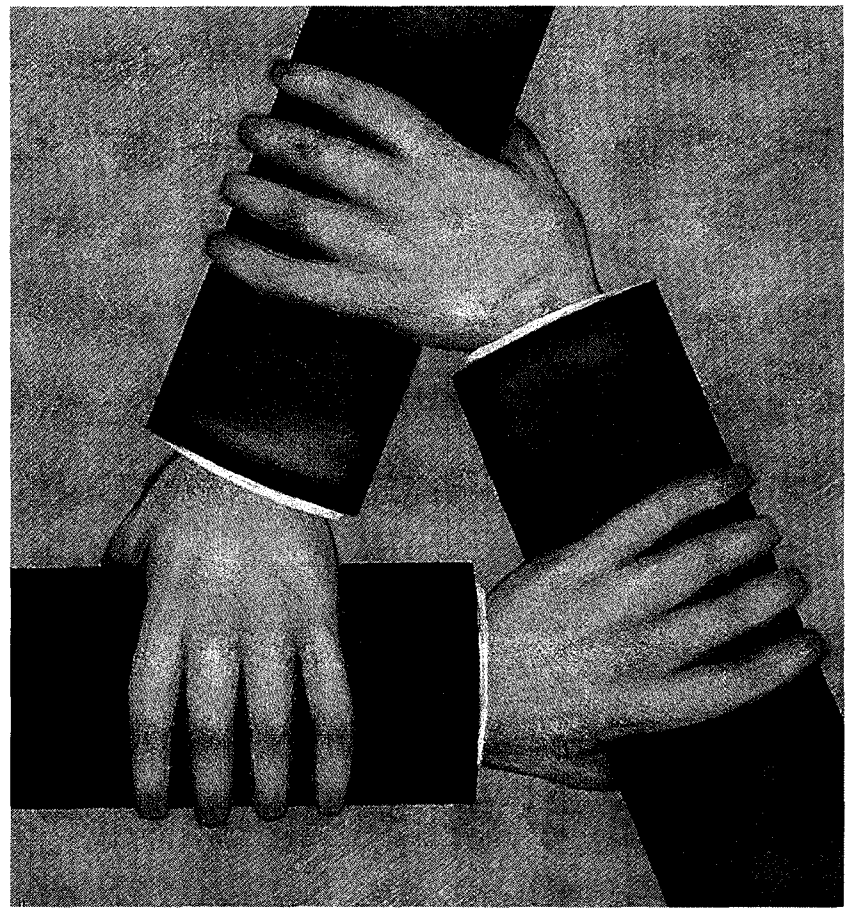
Achieving A Dream

NESRA'S 57TH ANNUAL CONFERENCE AND EXHIBIT

LAKE BUENA VISTA, FL.
APRIL 29- MAY 3, 1998

Register Today For NESRA's 57th Annual Conference and Exhibit. See Page 17 for conference information and registration.

Community Service



Community service brings employees, their company and the community together. This article will tell you why and how you can implement such programs.

Why?

Coordinating community service projects for employees to participate in can build a sense of teamwork among employees. When employees from different departments of your company put forth a combination of talent, manual labor and fund-raising efforts to achieve a common goal that brings something positive to a particular person, organization or cause, employees realize how much they can do if they focus their efforts. Dressing dolls to give to less fortunate children and painting houses for low income families brings to light talents employees may not have an opportunity to display in their jobs. The power of recognition and the intrinsic need to help others causes employees to feel good about themselves, their community and their employer. Many employees would like to contribute to worthy causes but do not know how to go about it, or they lack the time or energy to research causes and paths of involvement. It is convenient for employees to participate if the groundwork for involvement is laid through their workplaces.

In addition to building employee morale and helping the community, the company enhances its position within the community. The company can be perceived as a caring place to work or a successful company sharing itself with the community.

How?

The different ways employee groups help the community are as varied as the companies themselves. Some companies encourage

Some employee services providers have organized efforts as a result of a rare case that developed among employees.

employee groups to adopt an agency or cause that is parallel to the company's goals. For example a food processing company may favor employees choosing to provide holiday dinners for families instead of the employees petitioning the killing of animals.

Employee services providers may want first to examine the goals of the company and find a suitable cause or organization to support. You should also investigate the legitimacy of the cause or organization. Make sure donations are getting to those the organization promotes as recipients.

Some employee services providers have organized efforts as a result of a rare case that developed among employees. For example, an employee's child became ill and needed a rare blood type. The employee services provider may have organized a blood drive to encourage more employees to donate in hope of finding the rare blood.

More Examples

Others have developed community service projects in response to a need in the community. The employees at Botsford General Hospital in Farmington Hills, MI, noticed clothing drives were prevalent during the winter holidays, but at the beginning of the school year is when some community families needed donations of school clothes and school supplies. Beverly Weiss, CESRA, at Botsford General Hospital, organized a program where a supplier donates backpacks and employees adopt a backpack. The employees then fill it with rulers, markers, mittens, notebooks, folders, etc., and a new outfit.

There are traditional community service projects such as United Way campaigns and blood drives that have their place on the calendar every year. If you want to set up a program for the first time, talk with NESRA members in your area and ask how they participate on a local level. Then contact your local organizations. When launching campaigns, try to top your collections from the previous campaigns or enter a friendly competition with neighboring companies to see who can raise the most funds. Hold fund-raising events that boost employee morale in addition to raising funds. (See, Fun Recognition Fund-raisers, page 21).

John Felak, CESRA, executive director of the Operations Recreation Association tapped into a community service project to create a win-win situation. His employee park, golf course and ropes course needed maintenance and other projects needed completion. Felak discovered in his local court system, individuals were assigned community service hours as penalties for driving under the influence and driving under suspension violations. Community service hours are given as an alternative to jail and/or fines. Felak contacted the magistrate to see if his organization could qualify as one that can use these workers. Upon acceptance, Felak began assigning painting, land cleaning and construction projects to those needing to complete community service hours. Felak explains, "The individuals come with varied skills and have been very receptive to all supervised work assignments. The program will save us money, offer a service to the community and improve our facilities, all at the same time. We hope to continue the program for some time to come."

The Texins Association in Dallas, TX, adopted a home for runaway teens and brought the whole group to the Employee Activity Center for a holiday meal, presents and entertainment.

The list goes on and on. Employee services providers can make it easy for employees to get involved in their neighborhoods to feel good about themselves, their coworkers and their companies by coordinating community service projects.



Time to Serve Others:

The Possibilities are Endless

by Richard Ensman, Jr.

The role of volunteerism is getting a lot of attention throughout North America these days. Public and private initiatives extolling the virtues of volunteer service, coupled with cutbacks in government funding for public services underscore the need for voluntary action everywhere.

Are you seeking one or two sound volunteer projects your employees or your employee association can undertake without breaking the bank or becoming an organizational nightmare? If so, read on. Here's a potpourri of volunteer activities gleaned from groups across North America. One may be right for you...

- **Ask.** As an organization, decide which charities you favor. And then ask those groups how you can help with a group project.
- **Beautify.** Take a single weekend, perhaps around Arbor Day, and marshal your people to plant trees or perennials in a seemingly worn out public area.
- **Call.** Many charitable organizations need volunteers to staff telephone banks during their annual fund drives. Volunteer as a business or association group and offer to sponsor an evening of calls.
- **Camp.** Is a camp for children with disabilities located near your place of business? Think about installing a new pavilion—or building.
- **Canvass.** Canvass your people, their friends and their business associates for equipment, office supplies and other items they no longer need. Then distribute these items to worthy charities.
- **Clothe.** Once a year, collect serviceable but used clothing. Bring it in bulk to a local clothing distribution center.
- **Clown.** Invest in clown outfits and offer your services at parties for youth, the disabled or the elderly.
- **Compute.** If your organization has a high-tech reputation, offer your services to help local folks learn how the internet works. Or serve as short-term mentors to students wishing to increase their computer literacy.



Arranging educational tours for student groups helps to broaden awareness of your industry and your company.



- **Create.** If your employees or members are artistically inclined, invite them to design and make craft items for area nursing home residents.
- **Drive.** Youth and senior citizen centers need volunteer van drivers to transport clients to activities. Think about sponsoring a group of drivers once or twice a year.
- **Eat.** Want to take on proper nutrition as a corporate cause? Send your volunteers out to staff nutrition booths or provide nutrition talks. If nutrition isn't your cause, think about exercise or disease prevention.
- **Educate.** Your business firm or association has special expertise in one or more subjects. Put together some simple audio-visual aids, bibliographies or classroom handouts that area teachers can use to supplement their curriculum.
- **File.** Many senior adults need help filing their taxes. With proper training, offer your services as tax-time volunteers.
- **Give.** What service is your business or association noted for? Can you offer a small quantity of your specialty service to a worthy local charity?
- **Greet.** Offer educational tours of your facility or office to local school children or youth groups.
- **Grow.** Start an organizational vegetable garden. Distribute the produce to a local homeless shelter.
- **Guide.** Most school systems are seeking corporate partners who can provide guidance on curriculum as well as advice to faculty and students. Is there a school nearby you can sponsor?
- **Host.** Make your facilities available for community activities and invite your people to host events.
- **Match.** Set up your own registry of volunteer needs compiled from worthy charitable organizations and circulate it among your members or employees.
- **Mentor.** Offer the services of your employees or members for a special "mentoring day" at a nearby high school. Encourage your people to talk to classes or individual students about career choices, the world of work, and the importance of study.
- **Party.** Adopt a local nursing home or agency serving people with special needs. Plan a party or entertainment program for residents or clients. Remember that many volunteer groups plan parties around holiday time, so pick a time of year when volunteers might not be so readily present.
- **Publicize.** Recognize members or employees who have volunteered their time for worthy causes in your newsletter or bulletin.
- **Recycle.** Take the leadership in your community and mobilize others in recycling newspapers, metal or other objects. Position yourself as a "green" advocate.
- **Repair.** Once a year, invite local parents to bring broken toys in for repair. Fix them up and either give them back to the owners or, if they're no longer needed, donate them to a local children's agency.
- **Restore.** Over a period of a few weeks, mobilize your employees or members to paint or refurbish the headquarters of a favorite local charitable organization.
- **Speak.** Can you offer expertise or guidance to community residents on a subject of popular concern? Offer a free seminar or encourage your people to join an existing community speaker's bureau.
- **Sponsor.** Sponsor a fund-raising event for a worthy charity: a simple auction, a bike-a-thon, or neighborhood sports tournament, for example. Encourage your people to play the lead volunteer roles in the event.
- **Teach.** Adult students seeking their general equivalency diplomas might appreciate speakers who can talk about the job market or real-world skills. Your people may be in a unique position to offer these simple lessons.
- **Train.** Pick one skill for which your organization is noted. Offer periodic training sessions in that skill to civic or social clubs in your region.
- **Wire.** Many schools and community centers don't have internet access simply because they're not wired with cable. A weekend or two of volunteer support can help rectify this.

Set up your own registry of volunteer needs compiled from worthy charitable organizations and circulate it among your employees.

Whatever the project you decide to undertake, build it upon the creativity and dedication of your employees or members, and be sure to give yourself some positive public exposure for your efforts. Above all, enjoy your opportunity to make a difference in the lives of other people.

Richard Ensman, Jr. is a freelance writer from Rochester, New York. He can be reached at (716) 889-1321.

Register by March 20 for the Early Bird Discount!



NESRA'S 57TH ANNUAL CONFERENCE AND EXHIBIT

LAKE BUENA VISTA, FL.

APRIL 29- MAY 3, 1998

NESRA

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YOU'LL LEARN:

- The key elements of an employee services program
- New time-saving techniques
- New and exciting ways to travel
- Innovative programming ideas
- How to improve your written communication skills
- Design tips for your employee store
- Fund-raising techniques
- How to justify your employee services programs
- Corporate fitness trends
- What products and services over 150 exhibitors can offer you and your employees
- What makes up an award winning program

Sign up for A Pre-Conference Experience:

Walt Disney's "Innovation In Action" Tour

Wednesday, April 29, 1998
9:00 a.m. - 12:30 p.m.
Additional $100

If you have ever wondered what goes on behind the scenes at Walt Disney World, then this tour is a must! Behind the scenes of the Walt Disney World Resort lies a fascinating city of innovation and support systems that are a part of Walt Disney's envisioner community of tomorrow. In this 3-1/2 hour program you will explore the history of the Walt Disney Company leading up to the development of the "Florida Project." Then you will visit the following sites:

- The Utilidor—a network of service corridors beneath the Magic Kingdom Park
- Textile Services—the largest and most advanced laundry facility in the world
- The Production Center—home to rehearsal areas and parade float storage
- The Walt Disney World Nursery—where "landscape magic" begins.

Never Been to a NESRA Conference? Don't Worry NESRA makes you feel right at home.

New Delegate Attendee Session
Wednesday, 5:00-6:00 p.m.

"Getting The Most From Your Conference Experience"
(New Delegate Attendees Only)
Michael Scott
Empowerment Unlimited, Inc.

New attendees can meet new people and learn what to expect from the conference. This session will provide useful tips on how to get the most out of networking, educational sessions and exhibit hall opportunities.

Opening Session

Thursday, April 30
9:15-10:45 a.m.

"Care Packages for the Workplace—Dozens of Little Things You Can Do to Regenerate Spirit at Work"
Barbara Glanz
Barbara Glanz Communications, Inc.



In this action-oriented, idea-packed session Barbara will help employee services providers stimulate both managers' and employees' creative spirits. They will discover a new understanding that, even amidst turbulent change, they can choose to make a difference in their workplaces every day and ultimately impact both employee morale, productivity and profit. Most employees in our world today are in survival mode, just trying to get through each day. They need to take responsibilities for their own careers and find a new sense of purpose in their work, a value-based commitment that comes from within.

Barbara Glanz is an internationally known author, speaker and consultant. She is a member of the National Speakers Association, the Board of Directors of Professional Speakers of Illinois and the American Society for Training and Development. Her many areas of expertise, her love of reading and research, her passion for her message, and her caring for people have resulted in her becoming known as "the business speaker who speaks to your heart as well as to your head!" She lives and breathes her personal motto: "Spreading Contagious Enthusiasm™."

57TH ANNUAL CONFERENCE & EXHIBIT TENTATIVE PROGRAM SCHEDULE

WEDNESDAY, APRIL 29, 1998

9:00 a.m.-12:30 p.m.
New! **Disney Tour-Innovation in Action**
Separate Registration Fee Required-$100

2:45-4:45 p.m.
Regional Council Mtgs.

5:00-6:00 p.m.
New Attendee Session
"Getting the Most From Your Conference Experience"

6:00-7:00 p.m
Employee Store Reception

8:00-10:00 p.m.
All Attendee Reception

THURSDAY, APRIL 30, 1998

7:30-8:00 a.m.
Session Chair Meeting

8:00-9:00 a.m.
Regional Breakfasts
(Delegates Only)

9:15-10:45 a.m.
Opening Session
CARE Packages For the Workplace
—Barbara Glanz

11:00 a.m.-Noon
Certification Luncheon
(certified members only)

Lunch on your own

11:00 a.m.-12:30 p.m.
Exhibitor Orientation
Session Featuring:

Coloring Outside The Lines℠—Jeffrey Tobe
followed by lunch

12:15-2:15 p.m.
Workshops
ES 1. Great Strategies For Great Employee Stores
NS 2. Strategy Exchange for NESRA Select Members
3. Chapter Leaders Management Camp
4. Trends in Employee Services

2:30-3:30 p.m.
Concurrent Sessions
NS 1. What You Should Know About NESRA Select
2. Racing For New Ideas II
3. Strategic Planning For Employee Associations
4. And Away We Go... travel made fun, affordable, safe and easy!
5. An Outsider's Look In

3:45-6:15 p.m.
Exhibit Hall Grand Opening

7:15 p.m.
Evening at Universal Studios Florida

FRIDAY, MAY 1, 1998

7:45-8:45 a.m.
Chapter Presidents/ Administrators Breakfast

9:00-10:00 a.m.
General Session
Volunteerism
Robert Goodwin

10:15-11:15 a.m.
Concurrent Sessions
1. FUNd-raising the Disneyland Way
2. How To Market Your Chapter on the Internet
3. Writing Right, Tight and Bright
ES 4. Employee Store Roundtables
Topics: POS, Tax Issues, Merchandising, Inventory Control, Developing a Store
NS 5. Linking Employee Services To Your Strategic Work/Life Goals

11:30 a.m. -1:30 p.m.
Member Appreciation Luncheon
Awards Presentation

1:45-3:45 p.m.
Exhibit Hall Open
(dessert served)

4:00-5:00 p.m.
Concurrent Sessions
New! 1. Meet The Award Winners
2. Downsizing Today
3. Reinventing Your Employee Services Dept.
4. HTML Training
5. Showing The Impact of Your Wellness Programs

Evening at Disney

SATURDAY, MAY 2, 1998

9:00-10:00 a.m.
General Session
Reach Beyond the Challenge—Marilynn Semonick

10:15-11:15 a.m.
Concurrent Sessions
NS 1. Employee Services 2000
2. Untapped Resources—Partnering with Community/County Recreation Depts.
3. Past, Present and Future of Corporate Fitness
ES 4. Merchandising Strategies to Maximize Sales Per Square Foot
5. Work/Family Session

11:30 a.m. - 2:00 p.m.
Exhibit Hall Grand Finale
(Deli lunch served)

Evening at Sea World

SUNDAY, MAY 3, 1998

9:00 -10:00 a.m.
General Session
If Not You...Who? If Not Now...When?

10:00 a.m. - Noon
Closing Brunch
Sponsored by the Las Vegas Convention & Visitors Authority

NS *notes NESRA Select session*
ES *notes Employee Store Session*

NESRA's
57th Annual Conference and Exhibit
Disney's Coronado Springs Resort, Orlando, Florida
April 29 - May 3, 1998

Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status ___ CESRA ___ RVESRA

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ___ No ___

Does your company have an employee store ?___ Yes ___ No Do you manage it? ___ Yes ___ No

Expected date of Arrival _____ Departure _____

( ) Please check if you have disabilities and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/20/98	After 3/20/98
Pre-Conference Disney Tour	$100	$100
Delegate-NESRA Member	460	475
Non-Member Delegate	550	575
Associate Member non-exhibiting	800	850
Spouse	210	225
Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/98. After that date, refund cannot be guaranteed.

All room reservations must be made **directly** with Disney's Coronado Springs Resort. We cannot guarantee room availability after 3/29/98, consequently we suggest you telephone in your room reservation to the resort at (407) 939-1020. Be sure to state you are part of the NESRA Conference. NESRA Conference room rate at Disney's Coronado Springs Resort is $126 per night (single or double occupancy).

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1 2 3 4 5

Fun Recognition Fund-raisers

by Bob Nelson

Have you ever considered raising money for your employee recognition program? Or bartering for items to be used in your incentive program? I recently was invited to work with the United Way in Canton, OH where, among other things, we discussed the use of promotional events and creative incentives for raising money. I wanted to share some of the fun and creative ideas that were generated by the group of United Way corporate campaign coordinators. These are ideas that can be used to raise money and encourage participation not just for charity, but for other worthy events including recognition activities, honors and celebrations.

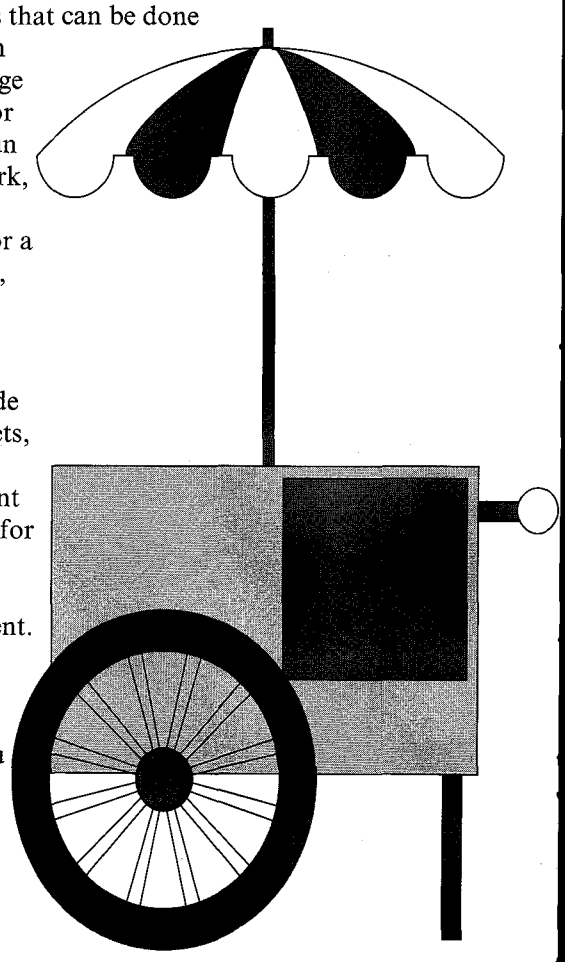
■ ***Rent Management Services.*** There is a wide variety of activities and services that you can get good-natured managers to do. Employees can pay to have managers work for them for a day. They can be hired to park or wash employees' cars or to wash windows in the building. Weather permitting, managers can also scrape ice from employees' windshields or escort employees with umbrellas when it is raining. Managers can serve employees at a pancake breakfast, lunchtime cookout, or ice cream social.

■ ***Un-Management Like Activities.*** The flip side of renting management services is paying for managers not to do something. As in not talking for a day or not calling the office during an entire vacation. Employees can also collect a targeted fee to have the CEO dress down for a day or can auction a manager's clothing piece by piece. One company took bids to cut off the clothes of a manager, which in that event raised $1,200 for the cause. At Tennessee Valley Authority's annual community charity campaign, executives challenged each other to a water fight in front of the utility's headquarters. They dressed in Gay 1890s-style bathing suits and employees donated $1 to hit the executives with water balloons—or $5 to squirt them and their staff managers with a garden hose.

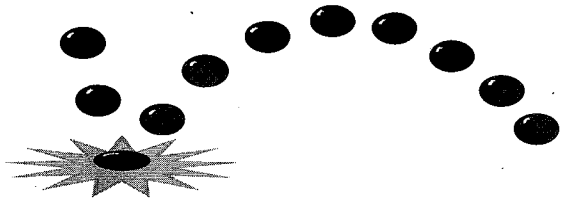
■ ***Meeting Minders.*** Collect money in meetings for tardiness, interruptions, negative comments or swearing. Have a "bozo box" for the collections. Have a high bidder select who will take minutes for the meeting. Pay to have another person stop talking in a meeting. Fines can also be extended to include late-to-work charges.

Boost morale and raise funds at the same time.

■ ***Employee Activities.*** There are many employee and team activities that can be done to raise money, ranging from practical (a car wash or charge for preferred parking spots or to borrow an umbrella) to fun (pay to bring your pet to work, hire a concierge for a day to run errands for employees for a fee or charge a fee for casual, dress up or Hawaiian dress day—or charge those that don't participate). Food-related activities could include a potluck lunch with $5 tickets, a bake sale, or a sale of donated sundaes or restaurant coupons. Host a pizza party for the departments in which all employees donate money or participate in hosting the event.



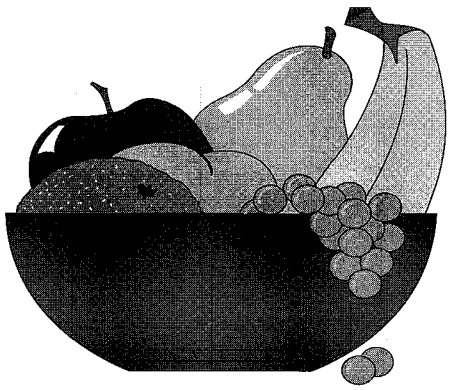
■ ***Auctions and Raffles.*** An auction can be a fun way to raise money, especially if you have enjoyable items and activities to auction and you make the auction itself an exciting activity. You can auction donated items and activities from the executive



team or old office equipment/computers. Auction passes for an hour's help at work or an afternoon off. Auction food baskets assembled by employees or items related to employees' hobbies. Auction some quality purchased items such as a steak gift package or even fruit-of-the-month club membership. An alternative option is to hold a silent auction or a raffle. Display the items to be raffled and, as with the auction, make sure you have a combination of fun and quality items and activities.

Collect a dollar a mistake from managers for mistakes that employees catch (in software development, accounting, shipping and so forth).

■ ***Employee Incentives.*** Other items that can be used in an auction or raffle—or for drawings or high contributions—are limited only by your imagination. Emphasize the practical (oil change; tank of gas; one month's car, rent or mortgage payment; airline tickets or frequent flier miles), fun (tickets to baseball, movies, theater or other civic events; massages or weekend getaway trips), educational (professional development classes such as Dale Carnegie, CPA review, etc.; attendance at a professional conference of the employee's choice; or personal interest classes on company property such as CPR, time management, scuba diving, etc.) and unusual (plants or trees, a one-time or month of home cleaning service, lawn service, pet or baby-sitting service). Don't forget to use your own company's products or logo items!



■ ***Alternative Fund-raisers.*** For some additional zany ideas, try assembling a mile of collected pennies (approx. $10,000)—or make it dimes or quarters! Fill five-gallon water jugs with spare change collected in the cafeteria or meeting rooms. Have employees donate 50 cents or a dollar for every thank you note they receive from their manager over the course of the month. Have a 50/50 drawing—a lottery where the winning employee receives 50 percent of the proceeds and the balance goes to the cause. Alternatively, the lottery can be for an extra vacation day or three-day weekend pass. Collect a dollar a mistake from managers for mistakes that employees catch (in software development, accounting, shipping and so forth).

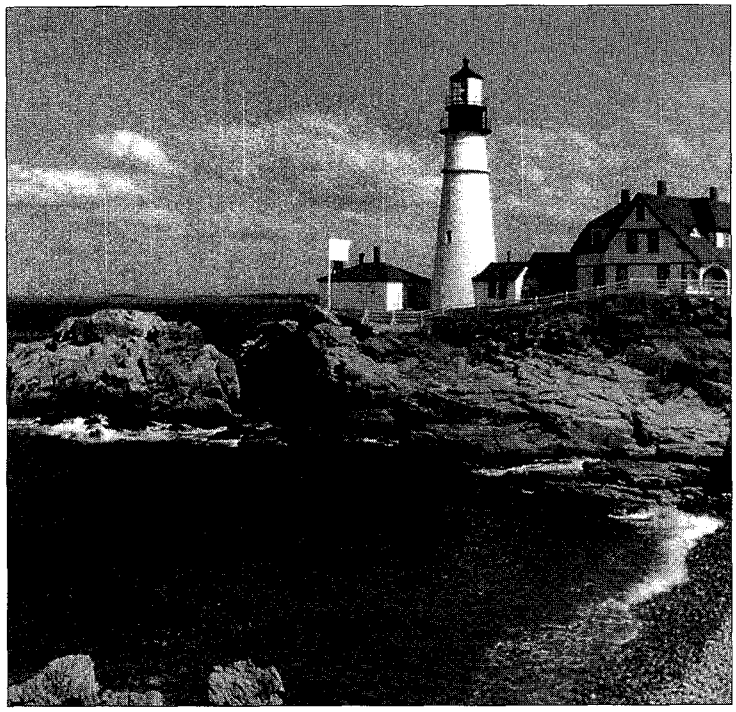
■ ***Bartered Services.*** Another option to consider is to barter services. What does your department or organization have that other individuals or companies might find of value? This can relate to your facilities, such as meeting space, or to your company's services. For example, last year for a presentation I delivered to management at the San Diego Zoo I was given $2,000 worth of zoo passes. I donated the tickets to our recognition committee and they are one of the items (others include movie passes, car wash tickets and restaurant coupons) an employee can select when they receive our Eagle Award for services to others.

One newspaper executive I interviewed said they bartered advertising space for health club memberships, which everyone wanted but no one seemed to use. I suggested that if the memberships were distributed based on performance, more people would use the health club as it gained a reputation for being a "performer's club." Likewise, a corporate library can be turned into a recognition award simply by limiting its access to individuals who earn a performance pass from their manager. Carrying around a book or audio taped program from the library can come to be a status symbol in your office that shows you are a high performer.

Bob Nelson is founder of Nelson Motivation, Inc. in San Diego and author of 1001 Ways to Energize Employees *and the best-selling* 1001 Ways to Reward Employees, *both by Workman Publishing, and co-author of* Managing for Dummies *and* Consulting for Dummies, *both by IDG Books Worldwide. He may be reached at (800) 575-5521, or via the Internet at BobRewards@aol.com or at his Website: http://www.nelson-motivation.com*

Group Travel Made Easy *and Lucrative!*

by Karen G. Beagley



Offering your employees group travel is a great incentive. It allows them to travel with people they know and, in most cases, details are pre-arranged. The amount of work you put into the travel arrangements can vary from publicity (putting announcements in your newsletter and around the company, handing out flyers) to collecting the money and securing hotel rooms.

For the most part, with group travel you work with a travel agency/tour operator who makes the necessary arrangements. Your employees will be joined on the trip with others if you do not have enough people to fill up the entire trip.

Did you know that giving your employees a group travel program can also be lucrative to your company or employee association? Get out your copy of *NESRA's Buyer's Guide*, turn to the travel section and find a travel operator you would like to work with. But before you make that first call, here is some information that could come in handy.

Travel Commissions

Most tour operators will give your employee association or your company a commission for your business. The commissions, often called compensation or incentives, are based on a percentage, are a flat discount rate for each employee who purchases the trip or a set dollar amount for each employee booking the trip. These are negotiated between you and the tour operator at your initial meeting.

"The key is to negotiate up front with the tour operator so everyone knows what to expect," says Ralph Ferrara, CESRA, manager, employee services, General Mills Inc, Golden Valley, MN. "Depending on the number of employees you are sending on the trip, the commission can be lucrative. We receive 5 percent of the trip's gross."

"When we have done travel programs, the travel operators always have been willing to go along with some form of a commission," comments Roger Lancaster, general manager, USDA Employee Services & Recreation Association, Washington, D.C.

Jan Kloehn, administrative assistant, Global Holidays, Minneapolis, MN explains, "It is our compensation to the company for posting the flyers and spending time informing their employees about our trip. We generally give 2 1/2 percent of the trip's gross back to the company."

"The key is to negotiate up front with the tour operator so everyone knows what to expect."

Extras, Extras and More Extras

All tour operators offer a certain amount of "extras" for booking with them. Ask about these issues at your preliminary meeting. You might be able to negotiate an additional dinner or side trip for your group that can be an intangible benefit. We've included some extras that tour operators do offer. Pick and choose any that might make your next group travel program just a bit nicer.

- **Special member number.** "We give the company's employees a specific number to call so we can identify the group and give them the service they deserve," says Karen Jutras, national tele-sales manager, Collette Tours, Pawtucket, RI. "The staff that answers that line can deal with all the questions and reservation information for the employee." An 800 number allows your employees to call toll free.
- **Preregistration.** On some trips a travel escort, provided by the tour operator, can take care of many of the hotel and tour registration procedures on the flight.
- **Pretrip information.** Travel operators should ensure that each of your traveling employees has what they need to travel. Many tour operators will throw a pretrip information session that addresses the itinerary, suggested clothes, customs, etc. Oftentimes, a video or slide show on the destination will be shown.
- **Destination tour representative.** This can be handy, especially if the trip is overseas. An overseas representative can more easily resolve any conflicts than one back in the States.
- **Camera-ready materials.** If the tour operator can provide you with camera-ready materials you will be able to promote the trip in your newsletter, on bulletin boards and even in payroll stuffers.

"We negotiate with each company at the beginning of our relationship," says Nicole LaCroix, chief operations officer, Special T Travel, Orlando, FL. "For example, we might give $10 for every package that is sold. It is the commission to the company for distributing our flyers to each employee."

"We'll give a commission or discount, whatever works for the group," explains Cindy Barclay, manager of marketing and public relations, Princess Vacations/Bahamas Princess Resort & Casino, Ft. Lauderdale, FL. "Some might want the extra discount passed along to their employees, others would prefer to have the commission go back to the company."

What is better to take: a commission or the discount?

Spending the Money

If it is important for you to obtain the lowest possible trip cost for your employees, you might want to take the discount. This discount could be used to pay for an employee association or company escort, who will attend the trip.

The commission will come via a check after the trip is over. It is up to you to decide its use. Ferrara puts his commission back into his operating fund. "We use the commission to sponsor our children's holiday party," explains Beverly Weiss, CESRA, manager compensation and benefits, Botsford General Hospital, Farmington Hills, MI. "With some of our travel programs, we have the option of using a free trip for a company escort, if we want. We have even reduced the cost of everyone else's trip by splitting up the cost of the free trip."

"We have used the extra discounts and also have used the commission," says Shawna Culter, assistant administrator, Interior Department Recreation Association, Washington D.C. "When we've received a commission check, we put it towards administrative costs."

Important Considerations

If the travel operator does not bring up the subject of a commission at your preliminary meeting, don't hesitate to bring it up yourself. Remember to get in writing how much will be paid and when. This saves aggravation and misunderstandings later. Most tour operators negotiate based on the perceived business you will give them. You might consider using one or two operators for your business—it makes your negotiation power greater.

Obtain from tour operators the names of travel associations or groups their agency belongs to. Ask for and check references.

Karen G. Beagley is copy editor for Employee Services Management.

Taking On Food Service

At different times in our careers many of us find ourselves with new challenges. One day, many years ago, a manager came to Leroy Hollins, CESRA, manager, employee services, Lockheed Martin Astronautics, Denver, CO, and announced that Hollins was now to oversee food service.

Like many of you, Hollins discovered his job description was not written in stone, and in fact, can be added to at any given moment. Today, this employee services manager manages a staff of about 75 employees who implement a wellness program, five employee stores, a recreation program, service award program and several blood drives. Hollins also acts as a liaison between the company and a credit union and oversees the food service program that serves 8,000 employees.

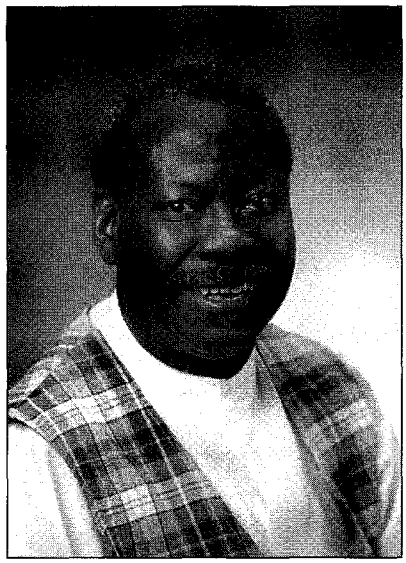
Food Service & Employee Services

Hollins' responsibilities for food service and vending operations are rare among employee services providers. However, as more NESRA members look to add value to their position, they may take a look at food service—a natural employee service. "Food service fits in very well with employee services," says Hollins. "It's just another service for employees like the wellness program or the discount program. The cafeterias are on-site. They are less expensive than many outside places to eat. These cafeterias are morale boosters where people can get a hot meal and get a break from their work environment. I think offering food service is another value-added service to assist employees—to make it convenient for them to get a quality product at a reasonable price."

The Responsibilities

For Hollins, overseeing the operation of food services involves running four cafeterias and special function rooms for private, catered parties.

Food service is outsourced at Lockheed. Collecting bids from suppliers and negotiating contracts are part of Hollins' responsibilities. He explains, "I have a good food service management team that handles the day-to-day tasks. For example, if a food server needs to be hired, the catering supervisor does the hiring. I am responsible for making decisions such as price increases, menu selection items, hours of operation, and how many people are needed to staff the operation. I grant approval for equipment purchases from manual food service equipment to vending machines to vehicles needed."



Leroy Hollins, CESRA, makes the decisions regarding food service suppliers and operating hours. Can you take it on?

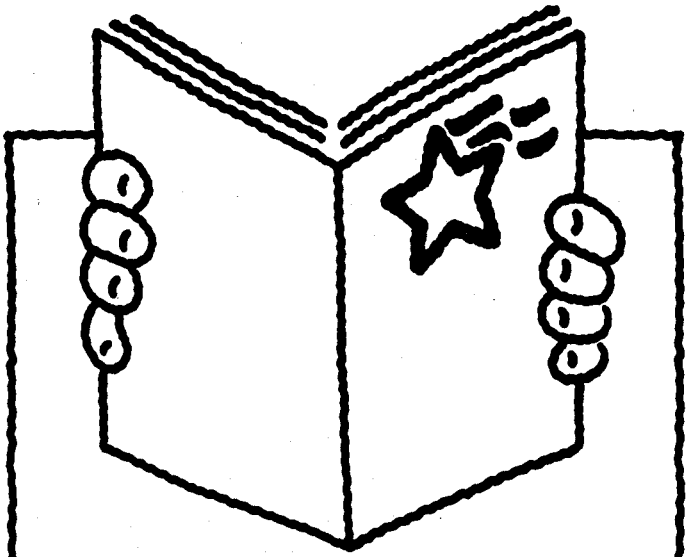
The Challenges

Unlike some other employee services, the food service operation is a little like the mail—it must be operating day in and day out. "Food service is one service that must be open every day for employees. It's not like a janitor that doesn't empty your wastebasket one day," says Hollins.

Through his experience, Hollins discovered the benefits and challenges of his job. "It's a service you must stay on top of—you can't always please everyone—but it's not bad, especially if it's a revenue-generating tool for your program and ours is. We are not company subsidized," Hollins comments.

If other employee services providers are considering taking on food service, Hollins recommends you keep these important factors in mind: "Keep a good staff; keep modern equipment; and keep the operation going."

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EMPLOYEE STORE
(continued from page 29)

Another method for maximizing merchandise exposure is to position your most important (most profitable) merchandise on shelves at a level between just below waist height to just about the height of the average person's eyes. Placing merchandise in this area will help ensure customers see the merchandise you want to sell most. Merchandise much below the waist or much above the eyes is often unseen by customers.

Visit a grocery store and you will see children's cereal is displayed on shelves at the level children are most likely so see it. You will also see the store's proprietary and house-brand merchandise (most profitable) is displayed at a level where adults are most likely to see and buy the merchandise. Simply moving merchandise to the right level on the shelf often can produce significant sales increases.

Just as important is where you position certain kinds of merchandise within the store. Many employee stores generate a great deal of their sales volume from candy, snacks, newspapers, and other high-demand items. To maximize the sales of these important categories and expose your customers to everything else you sell, the cash wrap or sales counter along with these high-demand categories of merchandise should, whenever possible, be positioned near the back half of the store.

Make it easy for customers to get to the back of the store, expose them to as much of your other merchandise as possible along the way, and make it easy for them to buy.

George Whalin is president of Retail Management Consultants based in San Marcos, California. He is also the publisher of George Whalin's Retail Management Letter, one of retailing's most widely read newsletters. For more information call (800) 766-1908.

The Domestic Violence Dilemma

By Michael Scott

At a recent event that you coordinated for your company, an employee that you've known for some time exchanged hellos with you. While greeting her, you noticed that one of her eyes was slightly swollen and her left jawbone area was black and blue. When, out of concern, you took the opportunity to ask her what happened, she responded, "Oh, it's no big deal. I was just in a minor car accident last week; but now I'm doing fine!"

Have you ever had a situation similar to this occur? Did you suspect that the answer the person gave you about the nature of his/her injury just didn't add up? Were you hesitant to inquire in the first place because of the sensitive nature of domestic violence issues?

As an employee services professional, your high level of visibility within the organization lends itself to situations similar to the one just mentioned. Inevitably, the question will surface: "What role can employee services play in enhancing the awareness of and providing valuable resources for domestic violence?"

Before attempting to address this question, let's explore a few statistics that will provide you with further insight into this issue:

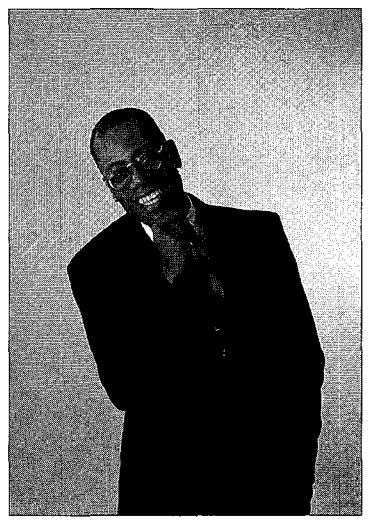
- The American Medical Association has reported that as many as one in three women will be assaulted by a domestic partner in her lifetime—four million in any given year.
- More than twice as many women are killed by their husbands or boyfriends than are murdered by strangers.
- More and more children in homes in which domestic violence occurs witness that abuse and suffer secondary psychological effects, including aggressive behavior and depression. Male children who witness abuse are more likely to become abusers as adults, creating a vicious, intergenerational cycle of violent behavior.

Expand Awareness: Events like wellness fairs provide an excellent opportunity to educate your employees about domestic violence. You may want to have printed materials available at various locations throughout your organization. It might be useful, as well, to have information on domestic violence in a special section on your company's website.

What are some initiatives you can take from an employee services perspective regarding this growing work/family issue?

Identify Resources: Your organization's Employee Assistance Program (EAP) is an obvious resource for abused employees to tap into, but check to see if the EAP is equipped to handle such situations. In addition, there are a couple of other resources that may be worth publicizing at your worksite. One is the Domestic Violence Manual offered by the American Bar Association. The ABA also offers free legal assistance to victims of domestic violence. For more information you can contact the ABA on the Internet at info@abanet.org. Also, there is a nationwide Domestic Violence Hotline, 1-800-799-SAFE that provides emergency and non-emergency referrals to victims of domestic violence.

Educate Yourself: A basic knowledge of domestic violence issues may add value to your role as an employee services professional as these trends continue.You may, as a result of your role, be the first person an employee seeks out when they're confronted with a domestic violence concern. Don't take lightly the fact that your actions may save an employee's life. Educate yourself for the time when you may be called to intervene with a domestic violence issue (if you haven't already). It may be closer than you think.



Michael Scott is a new, regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as at various chapters nationally. Please send him suggestions on articles that would be useful to you in addressing work-life issues within your workplace. His e-mail address is: EUpower2u@aol.com.*

Effective Store Layouts!

by George Whalin

When a customer enters your employee store, what do they see? Do they see a store that is cluttered and disorganized or one that is clean, attractive and interesting? Do they see too much merchandise or too little? Do they see merchandise that is poorly displayed or do they see a well-designed store that shows off the merchandise at its best? Do they find it difficult to locate specific merchandise, brands, styles, sizes, and colors? Or do they find a store with merchandise that is logically organized on racks and shelves so it's easy to find and buy?

Do they "experience" a dynamic shopping environment or just another store where they can occasionally buy a few things because it's convenient and the prices are pretty good?

The fact is, customers expect more from every kind of store whether it's located at the mall or where they work. Influencing your employee-customers' buying decisions means you must knock their socks off with a creative shopping environment where the merchandise is the star.

Effective Merchants Maximize the Space!

Employee stores must often do business with a limited amount of space or in space that is not ideally suited for retailing. This does not mean merchants in employee stores can't create an exciting, dynamic retailing environment for their customers. The most effective merchants in all kinds of retailing are able to use innovative layout and design tools to create a comfortable and dynamic environment for their customers.

Great looking, well-designed stores are able to maximize every square foot of selling space. Most stores have a few "dead" spots where it's difficult to generate the sales you expect. But the most effective merchants are constantly fine-tuning their store layout to minimize those areas within the store. And the most savy merchants also do the best job of maximizing a store's "hot" spots where almost anything will sell.

Controlling and Directing Traffic Flow!

The customer's experience starts in "The Decompression Zone." This is the all-important space at the very front where customers first enter the store, sometimes stopping for just a few seconds to become acclimated. During the first few moments after customers enter they begin to get a feeling for the store, even those who may have been in your store many times before. If your store is frequently remerchandised and changed, this is something you want to happen. If everything stays the same month after month and year after year, the customer simply breezes in, buys what she wants, and leaves never seeing all of your other merchandise.

During the decompression process your customers begin to get a feeling whether the store is comfortable and inviting, whether it's easy to shop, and whether they feel welcome. In some stores they are assaulted with overwhelming displays, too much merchandise, or, worse, a cluttered mess of display fixtures and merchandise. Just as frequently there is little room in this area of the store because displays are shoved up as close to the front as possible leaving little space for the customer to "decom-

press" and get comfortable in the environment.

While it's nice to "showcase" new merchandise in the front of the store, it's more important to give customers a little space for a few moments when they first enter the store to begin to feel comfortable.

After years of observing consumers, researchers have discovered that more than 70 percent of the time when people enter a store they will either look or walk to the right. While the simple explanation is that we have become a "right-handed" society, researchers say even left-handed people frequently look or turn to the right. What merchandise will customers find in your store when they look or walk to the right? Do you have merchandise on the left side that's being ignored because most customers turn or look right? Are the displays in the front of the store changed frequently so customers don't just come in and look past the merchandise?

Another important research finding is that customers prefer shopping in stores where the aisles are wide enough to easily accommodate two or three people going in opposite directions. While bumping into fellow shoppers in the aisles may have been okay in the past, a growing number of the nation's most successful retail chains are discovering that wider aisles mean more sales and more satisfied customers.

Maximum Exposure!

Making it easy for customers to get around your store while exposing them to as much of your merchandise as possible is an important part of creating an effective layout. One way to accomplish this goal is to reevaluate the placement of every department, fixture, and display in your store. Are departments easy to find and identified clearly with appropriate signs? Are your fixtures and displays arranged in nice neat, symmetrical rows, or are they angled to create open spaces allowing customers to see lots of merchandise?

Pioneered by department stores, now many specialty and apparel retailers are discovering just how effective their merchandising can be when fixtures and displays are arranged at 45-degree angles creating soft corners that maximize customer exposure to the merchandise. Fixtures placed at 45-degree angles and rounded corners are being used to display nearly all kinds of merchandise.

Merchandising Checklist

Would you answer yes, no or needs improvement to these questions about your store?

1. If I were one of my customers, would I enjoy shopping in my store?
2. Is the store always clean and well maintained?
3. Do we always keep our shelves stocked with merchandise?
4. Do our in-store signs clearly communicate the information our customers need and expect?
5. Is the store laid out so that it's easy for customers to get around and find the merchandise they want?
6. Are merchandise displays dynamic, attractive, fun, and interesting?
7. Do we frequently rearrange merchandise displays to take advantage of seasonal events?
8. Do we regularly remodel the store to keep it fresh and inviting for customers?
9. Do display fixtures fit the overall decor of the store?
10. Is the exterior of our store attractive and inviting?
11. Have we done everything we can within budget to make the interior and exterior of our store attractive and inviting?
12. Is our store bright and colorful?
13. Do we take advantage of all the merchandise display possibilities available to us to make our store a pleasant and enjoyable place to buy?
14. Do we keep merchandise displays fresh and interesting and use seasonal themes to create excitement and keep customers coming back?
15. Does the lighting in our store show merchandise at its best?

(continued on page 26)

Buyer's Guide Update

Here's a listing of new National Associate Members since publication of the Buyer's Guide in the Nov./Dec. issue of ESM

Howard Johnson Maingate Resort

8660 West Irlo Bronson Memorial Highway
Kissimmee, FL 34747
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(407) 396-4500
(407) 396-8045 FAX
Contact: Nasreen Ahmed

"The 'World's' Most Affordable Resort" located on 15 acres, only 3-1/2 miles from Walt Disney World. The grounds include 435 newly renovated rooms, two restaurants, a gift shop, lounge, three pools (one heated and covered), tennis, volleyball, basketball, fitness center, jacuzzi, kiddie pool and game room. Free transportation to Disney Theme Parks. Special NESRA member rate is $59.00 net (based on availability).

Monarch FundRaising

650-5 Nashville Pike
Gallatin, TN 37066
615/451-3360
615/451-3366 FAX
Contact: Thomas Stubblefield

Monarch Jewelry offers a unique in house fund-raising program that benefits your employees while also helping to raise funds for your companies special needs. Show cases are set up with 14 kt., 10 kt., and sterling silver jewelry at wholesale prices.

Update your *'98 NESRA Buyer's Guide* by noting these corrections:

Stovall's Best Westerns Surrounding Disneyland (Hotels) change of business name: Best Western Stovall's Hotels. add e-mail: stoval@aol.com.

The Book Company (Merchandise) change of contact person: Leslie Handler.

Maison Dupuy Hotel (Hotels) change of contact: Sandy McCarthy, add contact's number: (281) 759-1553, add contact's fax: (281) 759-2893.

Henry Ford Museum & Greenfield Village (Family) add e-mail address: VickieL@hfmgv.org.

Jordan Worldwide (Merchandise) change of contact: Adam Berman.

Planet Hollywood (Family) change of contact: Nancy-Ellen Dance.

Totally Chocolate (Awards) change of contact: Nancy Blair.

Knott's Camp Snoopy (Family) add e-mail address: bkreutz@campsnoopy-moa.com

Entertainment Publications, Inc. (Merchandise) add fax number: (248) 637-9777.

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Here's Your Guide to http://www.nesra.org

Here's the scoop on what's behind the buttons on NESRA's site.

About NESRA: Describes NESRA and its membership.

Chapters Directory: Provides contacts for U.S. local chapters by region. Soon, chapters will have links to their own websites here.

Press Releases: Includes releases about employee services trends or NESRA news.

Hot Topics: Highlights programming ideas implemented by NESRA members.

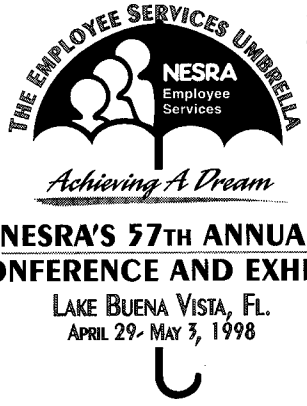
NESRA Foundation: Displays Foundation Trustees and information on the Foundation's projects.

Bookstore: Summarizes books available through NESRA. Purchase books by printing the order form and mailing it with your check.

Membership categories: Organizational membership information explains the benefits of joining NESRA, describes our publications and conferences, and contains an application for downloading.

The Associate Membership category allows prospective suppliers to see ad rates, marketing plans, membership benefits and to download an Associate Member application.

Conference and Exhibit:
- Five reasons to attend
- About the site
- Conference Exhibiting Information
- Exhibit Agreement
- Delegate Conference Rates
- Delegate Registration
- Exhibitor Registration
- Exhibit Floor Plan



Members Only Section

You are required to enter the first and last name of the member that appears on the mailing label of your copy of *Employee Services Management.* The computer will scan NESRA's database. If your name is found on the membership records, you will receive access to this Members Only section. Then, you will be able to use the following:

NESRA Member database: You can type in a fellow member's name or company to receive their full membership listing of name, company, address, phone, fax and e-mail (when provided).

Q & A Forums: Post your questions on the following topics: Employee Activities, Facilities, Employee Store, Employee Associations and Health Promotion.

Buyer's Guide: If you are looking to purchase a product or service, consult this list of NESRA's National Associate Members and their offerings to NESRA Members.

Resource Library

Employee Services Management Magazine is where you will find the 1998 Editorial Calendar and an archive of articles from 1995-1997.

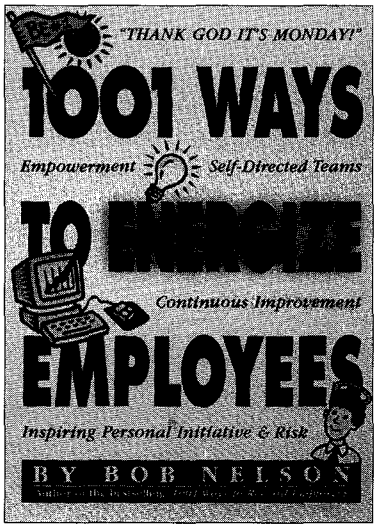
- **NESRA Features** are articles about your association's happenings, presidents and employers of the year.
- **Feature articles** are past cover articles and full-length articles on key employee services topics.
- **Employee Store** contains articles dealing with how to manage a store.
- **Health** articles tell how to encourage employees to adopt healthy lifestyles.
- **ES&R Solutions**: Members tell how they solved problems relating to facilities, retiree clubs, complainers and programming ideas.
- **Strategic Forum** provides tips on leadership, benchmarking and employee associations.

Link Library: Offers links to websites that address topics related to employee services.

New from NESRA!

1,001 Ways to Energize Employees

by Bob Nelson



Illustrated throughout;
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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, ***1001 Ways to Energize Employees*** is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm. Energizing is empowerment—Dillard's Department Store managers are encouraged to override the corporate model and think outside the system. Energizing is listening—AT&T Universal Card Services employee suggestion system yields 1,200 ideas a month and millions of dollars in savings. Energizing is encouraging risk-taking—Hershey Foods gives out The Exalted Order of the Extended Neck Award. Energizing is Starbuck's making employees partners; Saturn creating teams that function as independent small businesses; Springfield Remanufacturing's opening its books to all employees.

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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Employee Stores Keep Growing

Working With a Board of Directors

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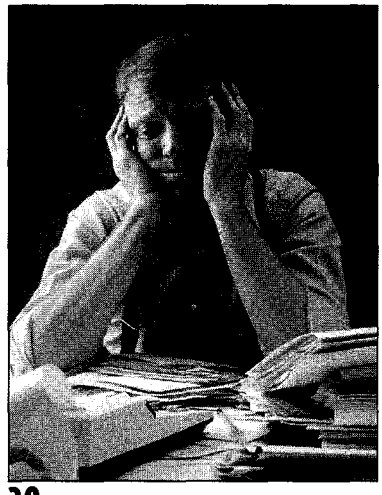
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By Karen Beagley

What's The Buzz?



By Cindy Helson

Notebooks come in handy. Sure it seems like common sense. You know you should take a notebook with you to a meeting or a class.

At a recent NESRA Board of Directors Meeting, I tried to capture the programming ideas Board members interspersed in their conversations or shared with members during a Director's Roundtable and in other places.

The purpose of the Roundtable is for Board Members to share new developments in their employee services programs. From Cindy Jameson, CESRA, I learned of Time Warner's efforts to train welfare recipients on how to interview for jobs and perform customer service duties as they gear up for the Welfare to Work Program. John Rath, CESRA, Frito Lay, shared the success of a couple of his company's special interest groups, Toastmasters and a women's finance club. Employee associations exist at several different sites of The Boeing Company (Bud Fishback, CESRA) and The Prudential (Mary Lou Panzano, RVESRA) and leaders of these groups met with their respective peers to discuss similarities and differences in an effort to standardize efforts. Mickey Alderman, CESRA, generated revenue for his employee club with on-site vendor sales. According to Roger Lancaster, CESRA, employees line up before work hours to buy Beanie Babies from USDA's employee store. Ann Sobanski is moving employee services from human resources to philanthropic services at Household International. Pam Tessitore, CESRA, continues to strengthen the employee services program at M&I Thunderbird Bank. David Dale, CESRA, says Ashland Inc. invested in new computer servers to allow its employee services program to communicate to employees via an intranet.

By having my trusty notebook with me at a pizza party, I noted Ralph Ferrara, CESRA, has arranged to have his employee services menu be the first pop-up screen on employees' computers when they log-on on Tuesdays and Thursdays. Phil Hall, CESRA, Compaq Computers told me flyers have become almost extinct at companies, giving way to e-mail.

NESRA members share ideas in meetings and over coffee. Take advantage of these opportunities at Chapter meetings and NESRA's Conference ....and take notes!

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@ix.netcom.com.

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The components of a well-rounded Employee Services Program



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KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

"Learning is not attained by chance, it must be sought for with ardor and attended to with diligence."

Abigail Adams, 1996 Annual Report, Society for Human Resource Management

Safe Camping Tips

Many of your employees will soon be venturing out for their first camping trips of the year. The Spring season is a beautiful time of the year but for campers it can mean cool nights. When using a portable radiant gas heater there are special precautions: Use the heater in open areas; in a tree stand or duck blind; under a fly; or with some models, to cook on. Since these heaters are fired by liquid propane gas (LP), make sure only to use them outside, in open, ventilated spaces. Inside use could place campers at high risk for carbon monoxide poisoning.

The signs of carbon monoxide poisoning include:

- Headache, dizziness and drowsiness
- Nausea, vomiting, extreme sleepiness
- Heart flutter, shortness of breath

Actions to take include:

- Get the victim to fresh air
- If the victim isn't breathing, give mouth-to-mouth resuscitation
- Get medical help

Note these additional safe camping tips and techniques *From The Camper's and Backpacker's Bible* by Tom Huggle:

- To cut down on pack weight, choose utensils that can do double duty. A slotted spoon, for example, can serve as a colander; a cup can double as a soup ladle.
- A lightweight red bandanna can be used for many purposes: protection from the sun, a sieve for straining water, a temporary tourniquet or first-aid wrap or a signal for help. If bugs are biting, spray the bandanna with insect repellent and wear it around your neck.
- A few drops of a sealant added to a mattress pad will keep your sleeping bag from sliding off.
- Thoroughly break in boots before hitting the trail, nothing is worse than blistered feet when you have miles to go.
- Rubber bands placed around your pants cuffs will cut down on attacks

Continued on page 6



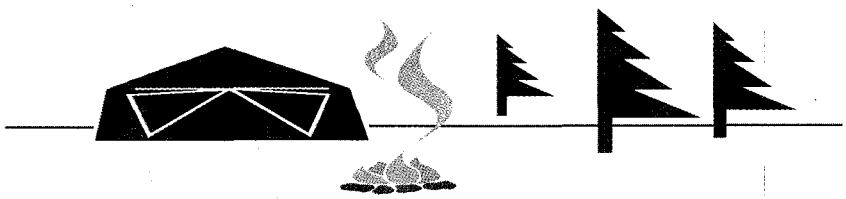
Safe Camping Tips

Continued from page 5

from mosquitoes and other biting insects.

- A plastic ground cloth keeps the bottom of your tent floor clean and helps protect it from rough ground and water. Cut the ground cloth just big enough to fit inside the tent floor. If you extend it beyond the tent floor, it will collect water.
- Carry your map, notepad and pencil (you never run out of ink with a pencil) in a plastic bag with a closure.
- A woman traveling and camping alone can prevent unwanted visitors by placing a large pair of men's boots outside her tent flap.
- Pin a string to a small tent leak in the ceiling and run the string to the floor away from the sleeper's face. Water will run down the string.
- A small piece of medium-grade sandpaper has many trail and camp uses such as smoothing the joints of a tent pole for a better connection, roughing up fabric for a repair patch, and striking a match.
- Always set the pace and distance of your daily hikes to the slowest member in your group. This rule is especially important when backpacking with children or elderly people.

For more information about safe camping, contact the Portable Radiant Heater Safety News Bureau, P.O. Box 45002-0002, Cleveland, OH 44145, (888)-CAMPHTR (226-7487).



Work/Life Study = Respect

An 18-month long study of more than 1,000 employees at Baxter International Inc., Deerfield, IL, revealed that respect was the No. 1 need for balancing work/life issues. Hourly paid workers wanted more respect from management in regard to work/life issues.

Balance was an important work/life issue for sales representatives. Sales teams work at home and have flexibility. They have no office to report to and no one is looking over their shoulders.

Results of the study confirm that work/life issues have broadened in scope and affect all employees, not just those in certain social situations. Of the employees surveyed, 42 percent answered yes that they have looked for another job due to work and life situations. Of those who answered positively, 49 percent of the respondents were men.

(Source: HR Executive, September 1997)

DID YOU KNOW?

- **Answer customer calls with a human voice, the voice of a valued, coddled, fussed-over, trained and tooled employee who is ready to do business.**

(Source: Life Balance, No. 34)

- **Working out with free weights has become the most popular fitness activity in America. A surge in female participation was an important factor.**

(Source: Fitness Products Council, Sporting Goods Manufacturers Association, Tracking the Fitness Movement, 1997 Edition)

"In business as in life, your chances of being run over are doubled if you stay in the middle of the road."

John M. Capozzi, Communication Briefings, December 1997

Increase Impact of Photos

Putting fancy borders on editorial photographs ruin their fact and truth effect. You can use these types of borders when the edge itself makes a subtle editorial point. Something like a vignette, which has a gauzy edge, works when placed in an old photograph to make it look nostalgic.

You need to ask yourself a simple question: What does the graphic effect add in terms of the message? If your answer is "it looks nice" rather than "this graphic element explains XYZ," then let the photo speak for itself.

For the past 50 years, decorative designers have routinely stripped away background information in photos, silhouetting the subjects in the process. It will sometimes give the feeling of the people floating.

Using partial silhouettes also can give the photograph a comic-book framing. Why grab the reader's eye and destroy the message in the process? The answers must rest with editors and designers who routinely and often unknowingly change fact to fiction by failing to honor the integrity of borders in editorial photography.

(Source: by Phil Douglis, Editor's Workshop, No. 13)

• Each month, list all the discounts you offer to your employees. This can be in the form of a page or two in the newsletter, a flyer attached to other information, on the intranet or via e-mail. It will give them the information they need on a timely basis.

• NESRA's 57th Annual Conference and Exhibit will be held April 29-May 3, 1998 at the Coronado Springs Resort in Lake Buena Vista, FL. Plan to attend and benefit from programming tips, networking and educational sessions.

What Your Memo Says

Are you aware of your memo style? Do you use the same style for every memo you write? Here are three types of memo writing styles:

A. Forceful. This style employs active verbs—adopts, turn in, assures. And it also addresses readers directly. It uses a clear subject-verb order. This style projects a confident tone.

B. Passive/impersonal. The tone is set before the memo starts by having the memo come from "an office." Its long, complex sentences don't use a single personal pronoun.

It employs the passive voice and features indefinite and vague references.

Many people use this style deliberately—especially when they have a legitimate reason to avoid having the blame fixed on anyone or on the organization.

C. Personal. The personal style employs many active verbs and uses personal pronouns. It's short sentences echo normal conversation, and it uses informal contractions. Most readers, unless they are very conservative, like this style.

You need to match the style to the situation:

Situation. You have to ask people equal in status to you to do something. Suggested style: personal.

Situation. You must deliver a negative message, such as a refusal or other bad news. Suggested style: passive/impersonal.

Situation: You need to give directions to subordinates or inform them of a decision. Suggested style: forceful.

(Source: by Terry L. Stawar, Ed.D., Communication Briefings Bonus Item)

A Presentation Tool: Your Computer

Today's computers are faster, fancier and flashier than flip charts, but are they necessary to sell your ideas? According to the communications experts at Executive Communications Group, the answer is yes and no.

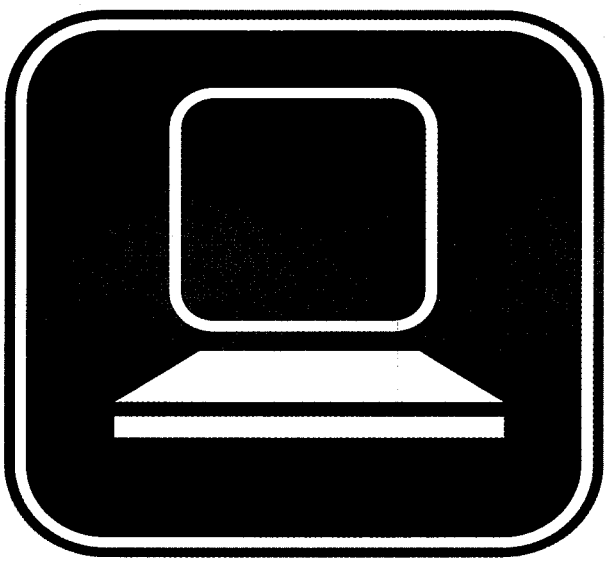
"Computers can give your presentation sizzle, but you should not let that sizzle rob you of the meat of your presentation," notes Peter Giuliano, chairman, Executive Communications Group, an international leadership and communications firm serving Fortune 500 companies. "People must connect with people to make things happen. The tried-and-true rules that apply to overheads, flip charts and slides also apply to computer-based presentations," adds Frank Carillo, president.

The following rules apply to all presentation tools:

1. Keep things simple. Creating a variety of colors, images, fonts, type sizes and animation may seem great, but it's often distracting to the audience. Remember to be selective when designing a screen. Use one or two consistent fonts and simple bullets. Always keep the pictures easy to identify.

2. Choose colors carefully. Stick to one color scheme throughout your presentation and use splashes of color when you wish to direct your listeners' eyes to important points. Note that projected images are usually dim, so try high-contrast colors such as a cobalt blue background with a canary yellow text.

3. Practice often. Practice will give you comfort with the technology for the presentation. Build in opportunities to step away from the machine and get all eyes focused on you.



4. Remember to pause. When you change screens, allow a few seconds of silence to let the audience take it in. Then, use eye contact to engage your listeners before you speak so that the focus shifts back to you and your message.

5. Think through your room set up. Images on a screen can diminish if the audience fans out from the center of the room. Try a double to triple U-shape arrangement to keep people in front of the screen. For large groups, try a bigger screen or multiple television monitors.

6. Have fun. Grab attention with the interplay of color, animation, graphics and text. However, don't allow your gimmicks to overshadow you and your message.

7. Stay flexible and mix the media to make a stronger point. Don't lock yourself into the message that's programmed on your laptop. If the time is right and circumstances warrant, get out the markers and step up to the flip chart.

Remember that visual aids are simply that—aids to support your message. While technology is the spark, the basics like strong eye focus, animated body language and a well-planned message will make things happen!

(Source: Executive Communications Group's customized training and consultation services include presentation and effective speaking skills, leadership communications, media training, interpersonal communications and private executive development programs. You can visit their website at www.ecglink.com)

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Editor/Production: Karen G. Beagley

Advice for Working With Board of Directors

Compiled by Amy Ehrenhofer

We asked NESRA members to give advice to employees, who, for the first time, will serve on an employee association Board of Directors and to those overseeing a Board of Directors.

What advice do you have for an employee who will serve on an employee association Board of Directors for the first time?

"Don't be afraid to throw new ideas out to them. Suggest new ways of doing things."
Theresa Williams Jones
Employee-Community Services Coordinator, AFLAC, Columbus, GA

"Have a good mission for yourself as to why you're giving your time. Know ahead of time what you want out of it."
Genie Zenowich, Health Promotion Director, Ashland Chemical, Dublin, OH

"Ask your predecessor questions and get as much information as you can."
Chuck Langlois, Mechanical Services Supervisor, Elkins-Sinn Inc., Cherry Hill, NJ

"Assess your ability to make a commitment and decide if your energy level is there. What can you bring to the table and what can you bring home?"
Arlene Hodges, Manager Employee Services and Communication, Outokumpu American Brass, Buffalo, NY

"Educate yourself the best you can on your responsibilities as a board member. Educate yourself on the history and the financial history. Take a look at bylaws and look over your job description and old minutes. Take time to meet the executive director."
Randy Schools, CESRA, President and CEO, NIH/NOAA, Bethesda, MD

"Get involved with one project and one project only and stick with it. Be sure to commit to a project."
Ian Koshnick, President of Recreation Association, Trigold and Cambria Recreation Association, Baltimore, MD

"There are three things of importance:
1. Make sure the association has directors' and officers' liability that protects board members from being sued
2. Make an effort to attend all board meetings
3. Become actively involved and knowledgeable about the association's activities and finances."
Phil Hall, CESRA, Manager of Employee Services, Compaq Computers, Houston, TX

What advice would you give to someone who oversees a board of directors?

"Be willing to do what it takes. Be ready to get in there and work and make sure the board is active. Always try to be a value-added person."
David Dale, CESRA, Health Promotions and Employee Services Administrator, Ashland Inc, Russel, KY

"Have good listening skills and flexibility in all schedules—be flexible of things that your board wants to do. Find ways to accomplish things that they want."
Shawna Collins, Facility Supervisor Assistant, Salt River Project P.E.R.A. Club, Phoenix, AZ

"I recommend you have a clear understanding of employees' needs. Go into it with an open mind and listen to what employees are saying."
Roger Lancaster, CESRA, General Manager, USDA Employee Services and Recreation Association, Washington, DC

"Keep an open mind about new ideas for employees and always be willing to try something new."
Carolyn McGarry, Recreation Coordinator, Texas Instruments, Attleboro, MA

"Be in good philosophical shape:

1. Clearly describe the ES&R vision for your service and organization

2. Be able to clearly describe the organizational problems your service addresses, and the rest will fall in place."
Kenneth Giannotti, LLNL Principle Administrator, LLESA, Inc., Livermore, CA

"Understand the board's structure and get a good basis for their purpose and direction."
Linda Taylor, Communications Coordinator for the Worldwide Exploration Business Group, Amoco, Houston, TX

"Understand a board member's first year is like learning a new job. Be open to input from several personalities. Try to have a mentor within the existing board to help guide new members."
Helen Patton, Activities Supervisor II, State Farm Insurance Corp., Corp. Headquarters, Bloomington, IL

"There are two things you should know:
1. Be flexible and patient when dealing with people

2. You cannot please everyone, please a majority."
Debbie Colston, Employee Activities—Community Events Coordinator Louisville Gas and Electric, Louisville, KY

"I would recommend that you work on listening skills and let the board evolve in a way that would be most advantageous to employees. Be there to make sure the direction the board takes does not violate the law or company policy. You need to let the board work and not drive them."
James Malone, Manager Recreation and Fitness, S. C. Johnson Wax, Racine, WI

Amy Ehrenhofer was NESRA's Fall 1997 intern. She is currently benefits coordinator for Hewitt and Associates in Skokie, Illinois.

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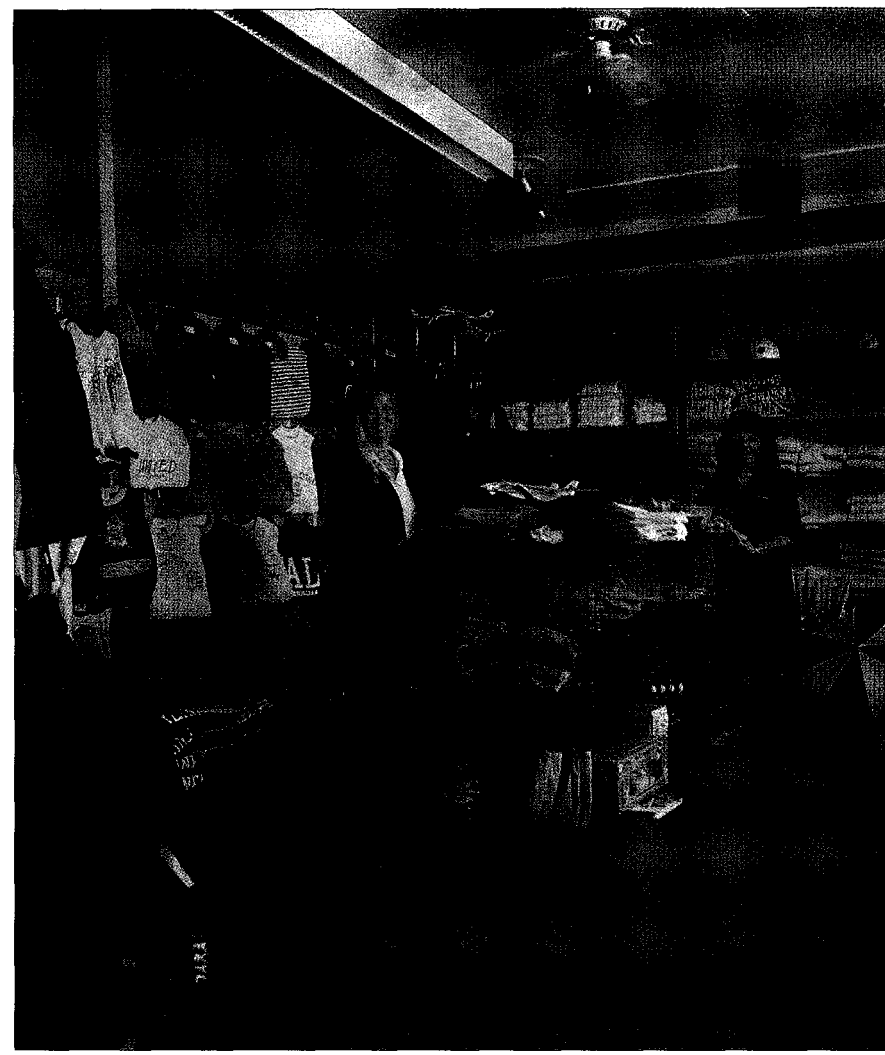
Employee Stores Keep Growing

by Cynthia M. Helson, editor

Pat DenHartog, Medtronic Activities Committee (MAC) cashier, Medtronic Inc., Fridley, MN, used to pull racks of logo T-shirts and sweatshirts out of a storage closet, into the hallway near an elevator at a lower level of the building. She would set up the displays of clothing, candy and coffee mugs and sell these items to employees during their lunch hours as she made change from her tacklebox that served as her "cash box."

Jan Miskowic, activities committee/ corporate events specialist, managed the employee sales at the time, and in October 1997 she opened a 720-square-foot Medtronic Activities Center at a main level location next to the employee cafeteria and conveniently, a cash machine. "Our center has been in the works for many, many years. Our company wants to portray a professional image and our new location, with its store-like atmosphere allows us to accomplish that."

This transformation took time, research and work before it became a reality. Miskowic researched what was involved in opening a facility such as hers. She visited employee stores, attended NESRA employee store seminars and talked with suppliers, peers and retailers. It took a detailed business plan presented to management to convince them to allocate the space. Then, it came time to turn the empty space into a buying place. "It was a challenge to get the center set up in a timely fashion—I wanted our displays to be perfect for our grand opening," says Miskowic. Now employees can come by during lunch to buy greeting cards, gift items, logo wearables, etc.



Sue Guilfoil, manager, public relations (left) chooses her next purchase as Alma Segura, employee store supervisor and buyer offers assistance. The 1200 Shop at United Airlines Headquarters in Elk Grove Village, IL is a warm and inviting shop where employees and visitors can purchase logo wearables, snacks, travel accessories, model airplanes and much more.



The 720-sq.-ft. Medtronic Activities Center (MAC) opened in October 1997. A strong business plan and years of preparation changed this operation from a lunchtime sale in the hallway to a full-blown center.

In addition to updating its location and look, the upgrade was an opportunity to bring in technology. "We went from a handwritten system to a computer point-of-sale system that tracks our inventory at all times," explains Miskowic.

Paul Cormier of The Mutual Group, Waterloo, Ontario, Canada managed a store that sold office supplies to employees in addition to some convenience items. He doubled his store's size in July. Cormier says, "It was quite an ordeal. A group of us worked on a business plan. We showed management that if we continued to only sell office supplies, we would be an expense to the company. By expanding our space and our merchandise line to include items such as gift baskets, balloons, flowers, candy, soda and video rental services, we would cover the costs. By expanding, we reduced the company's cost to zero."

"By expanding our space and our merchandise line to include items such as gift baskets, balloons, flowers, candy, soda and video rental services, we would cover the costs. By expanding, we reduced the company's cost to zero."



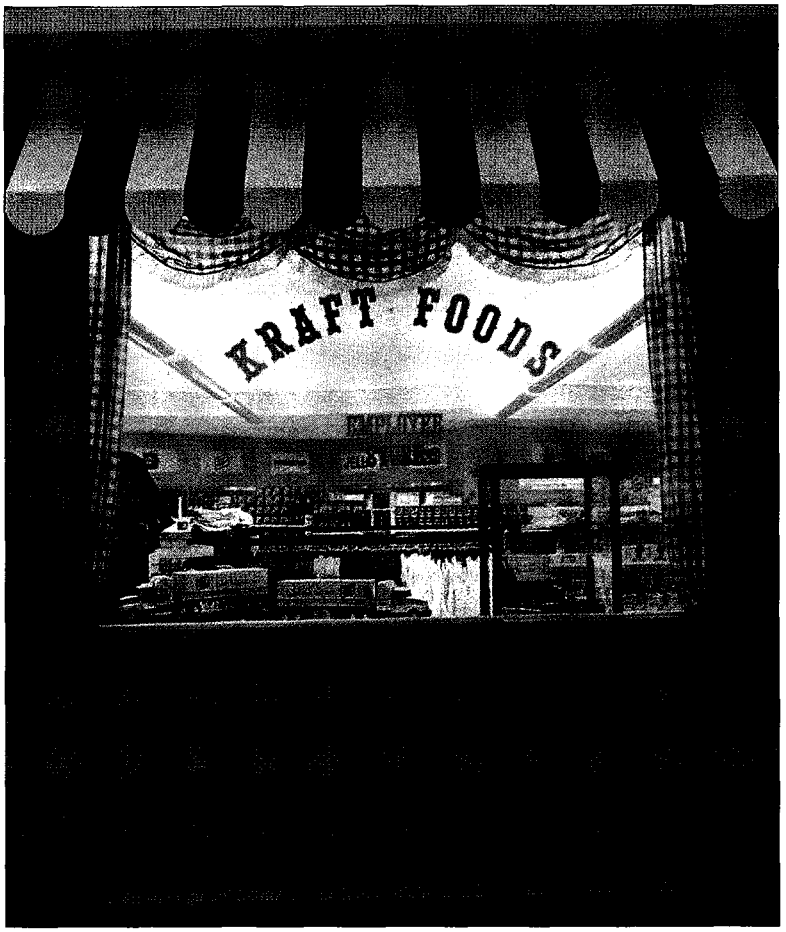
Motorola operates 10 employee stores in Arizona and a total of 15 in the U.S. This Pizazz store features recreation tickets, recognition items, celebration supplies, children's toys and clothes, essential sundries and tempting treats.

In corporations employee services operate to provide convenience and service to employees with little or no cost to the bottom line. Motorola has 10 employee stores in Arizona and 15 in the U.S. ranging from 500 square feet to 1,500 square feet. "Our stores provide employees a place they can go during their workday breaks to get discounts on products, and theater and attraction tickets," says Wendy Kozuback, store manager, Arizona.

Store Offerings

Most employee stores sell a variety of greeting cards, candy, dry snacks, logo wearables, gift items, hosiery, plush animals, mylar balloons, photo frames and other merchandise to help employees spread well wishes to fellow employees and family members. Employees can purchase gifts for friends at their employee stores. Some employee stores sell hobby supplies to employees. For example, United Airlines' 1200 Shop, Elk Grove Village, IL, sells model airplanes—some moderately priced and collector's models priced as high as $200-$300 can be special ordered. Mack Trucks, Allentown, PA, features truck replicas for collectors. Some stores elegantly display jewelry and electronic items appealing to those bigger spenders who can pay with cash, credit card, corporate credit card or payroll deduction.

Having a colorful, upbeat place to go during the workday helps boost employee morale and reduce the stress of daily errands. Plus, employee stores make great showplaces for recruiting employees. United Airlines' shop is located near the training center where a new crew of flight attendants come every week. Showing the company's colors makes employees proud to be part of their company. Alma Segura, employee store supervisor and buyer, beams when she says, "Our employees like to come in the store to see what's new. I am always rearranging the store, changing its look and getting in new merchandise. People come in and say, the store looks so different and they enjoy saving up to 20 percent."



This is one of six windows attractively decorated at the nearly 3,000-sq.-ft. Kraft Foods Employee Store in Elk Grove Village, IL. Visitors walk through the brightly lit store in amazement of the unexpected Kraft Food products found in this showplace. Employees can buy groceries, greeting cards and logo wearables on their way in and out of the building, on their breaks or on their way to the fitness center located down the hall.

Benefits of Stores

The Kraft Foods Employee Store in Northfield, IL is nearly 3,000 square feet, brightly lit and colorfully decorated. It is merchandised as craftily as one of the finest grocery stores, selling not only Kraft products but also greeting cards, wearables, novelty items and even golf clubs. "Our employee store is very important to us for two reasons. First, it is a showcase of Kraft Food product lines showing the enormity of Kraft's product lines. Second, it is an amenity to employees, offering them a convenient way to buy Kraft Food products at an attractive everyday price," explains Henry Fetta, director of finance and administration for Kraft Foods, who centrally manages standardization of the eight employee stores Kraft has across the U.S. Patty Kormos, manager, employee services, recognizes what employees like most about the store, "They like the variety of products and other conveniences the store offers. It's another service our company offers to employees." In addition to an employee amenity, Fetta sees the store as a communication tool, "Every time a new employee or a visitor walks through the store, they are amazed at the breadth and variety of the products Kraft represents."

Sue Rowe, corporate employee programs specialist, Miller Brewing Company, Milwaukee, WI, says, "When our store opened two years ago this March, employees thought it was great. The majority had never seen an employee store before." At Miller, the store's purpose goes beyond helping dual-career employees and single-parents balance work and family. Rowe explains, "Our sister company is Kraft. Part of the objective is to educate employees about the sister company's products so they will be more inclined to choose Kraft and



The Emplorium at Household International in Mt. Prospect, IL presents employees with choices of handmade quilts, jewelery, sundries, snacks, accessories and much, much more.

Miller products in a grocery store." In addition to selling greeting cards, balloons, pizzas, coffee, Jello and various Kraft items, the store also offers frozen decorated cakes for birthdays and special occasions. Imagine how stopping at this store saves employees errand time on the way home. Services such as dry cleaning and shoe repair appeal to many employees. "Our most frequent user, by far, of our photofinishing services is our CEO," says Rowe.

"We are here because our store is an employee benefit that extends discounts, some as much as 20 percent to employees," says Herta Scherz, retail operation manager, CIGNA Corporation,whose store also sells baby clothes with and without company logos.

"We've expanded our square footage and recently remodeled the walls and added new lights... we plan to bring in more gift items."

Tammy Thomas, employee activities/fitness coordinator, Siecor, Hickory, NC, adds new meaning to meshing work/life. Her store offers a bridal registry and services for wedding invitation printing and ordering china. Siecor manufactures fiberoptic cable and hardware products for communications but its parent company is Corning Inc., which led to selling glassware and incorporating such products as knives and utensils in the store. Due to a company sell off, Corningware, products will soon be phased out of the store. However, this will not mean a reduction in overall merchandise. "We've expanded our square footage and recently remodeled the walls and added new lights because of the change. As we phase out these products, we immediately begin bringing in a vast array of gift items."

One of the challenges of having a store is to keep the store appealing to the same set of employees. In addition to selling lottery tickets and food items that draw repeat customers and using innovative merchandising strategies, stores also bring in outside suppliers. By setting up tables near the store and inviting suppliers with holiday items, books, handbags, athletic shoes and alternative merchandise to come in and sell wares, stores can appeal to a broader audience. When doubling the size of his store, Cormier of The Mutual Group factored supplier sales into the scheme of the whole store. He designated 100 square feet on one side of his store, built shelves and set two, six-foot tables for a "Vendor Licensing Program." "We rent the space to one company for a week at a time. We are already booked for every week in 1998. We've had chocolate companies, jewelry companies, clothing suppliers and even a golf club manufacturer that makes custom golf clubs and bags."

Store Tips

If you are planning to expand your store, there are a few things to keep in mind. Susan Rowe recommends that you pay close attention to what your employee customers buy and know what merchandise lines will move through your store. A few common practices among store managers is to research what is successful in other company stores. Go out and visit stores. Collect data from stores to create practical estimates of what materials and labor will cost for the physical space, merchandise, technology, marketing and of course, staffing. Cormier advises, "Don't fudge numbers. You will need to meet your own goals. Use conservative numbers and use logic when estimating how much money you will make." Then, develop a business plan and present it to management. Indicate how you operated in the past and what it will take for you to operate as you would like to in the future.

Once you get the permission to expand and it is complete, market the store. Use intranet to show field employees what your store offers and use broadcast e-mail to inform employees of special discounts. Cormier markets the store as a fun place where there is a lot going on. He broadcasts a photo of the store over the intranet every 30 seconds "so that employees can see if there's a line or a special occasion going on."

Maximize Your Sales Dollars Per Square Foot

and still be able to change the look of your store

By Arthur King

The space in your employee store is like the closets in your home: You never have enough, and it's a lot of work to rearrange everything. Your average customer enters your store several times a week, so you're always trying to make the store look fresh and different. Seasonal merchandise requires a variety of different display techniques. Perhaps you've took advantage of a good deal on some special merchandise at a trade show and ordered a little extra, creating merchandising and storage challenges. All of this requires different uses of a finite amount of space. What do you do?

The proper use of fixturing will make your life easier and your bottom line bigger, especially if you keep four things in mind: flexibility, convertibility, a little ingenuity, and simple common sense. Improper fixturing is a continual drain on sales and profits. While no one solution is appropriate for everyone, specialists in our industry have developed many space-saving, multipurpose solutions that can help you throughout the entire year.

Fixture Features

The keys to maximizing your fixture investment are flexibility and convertibility. A totally inflexible fixture should be used only for products that are sold in fixed quantities throughout the entire year (e.g., greeting card cases). Carefully designed fixtures offer you all sorts of options. For example, most of us would agree that the shelves in the majority of fixtures should be adjustable. Yet we may not know that those shelves can be removed and replaced with a variety of shelf inserts that change the function of the fixture. Replace a flat shelf with a tipped shelf; add a stepped-shelf insert and create two shelves out of one; use a three or four-tier cascade insert and create a magazine-style display; add a shelf-back spacer and make a deep shelf more shallow; add acrylic shelves for calendars, compact discs, audiocassettes, and greeting cards. (Figure 1 is a cross-sectional view of a wall fixture with different types of shelf inserts.)

We are all aware of the value of slatwall. Slatwall panels, wall systems and slatwall fix-

Figure 1

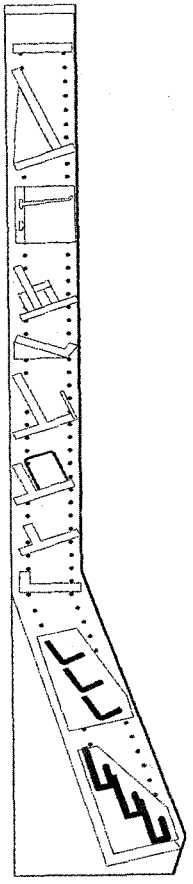


Figure 2

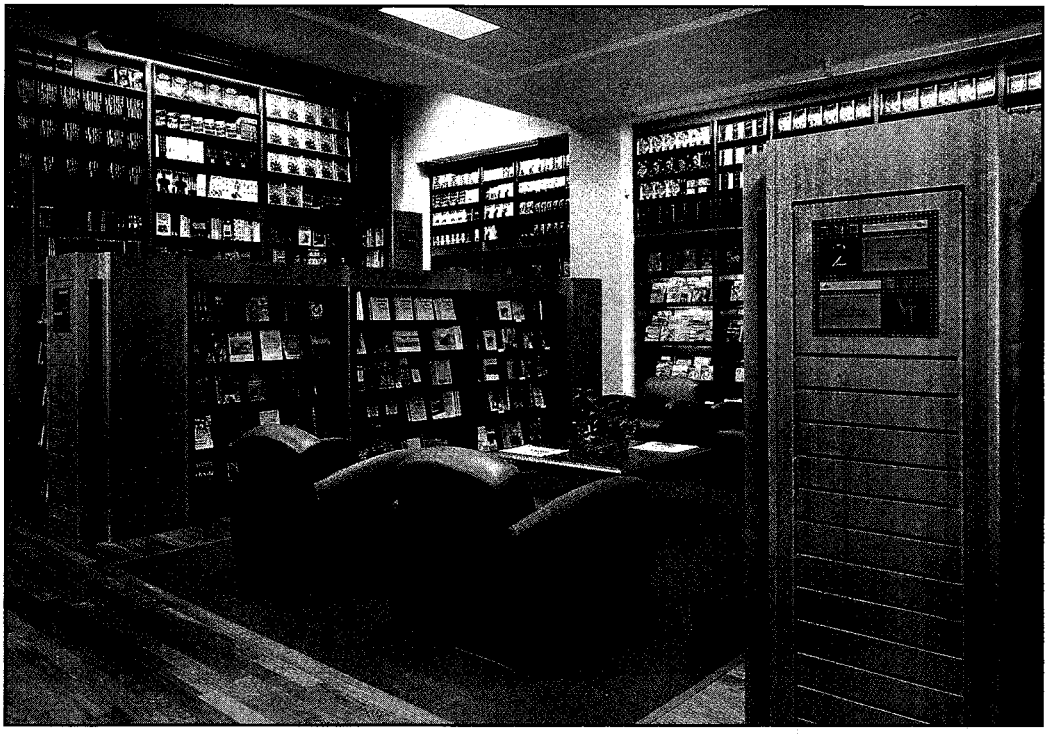
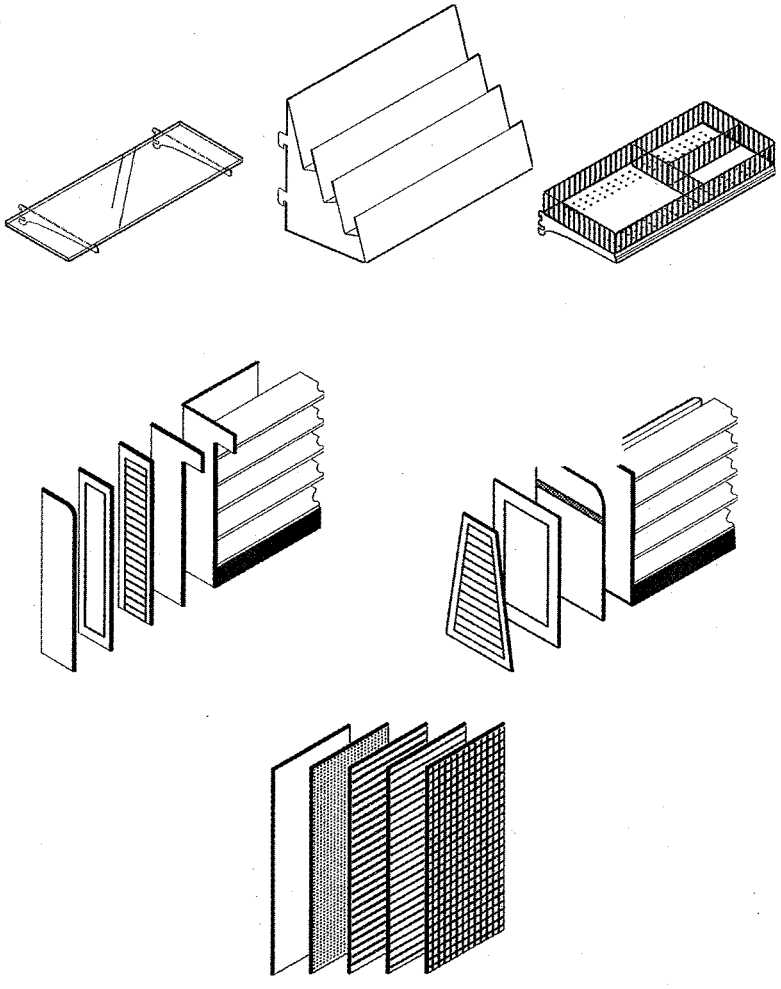


Figure 3



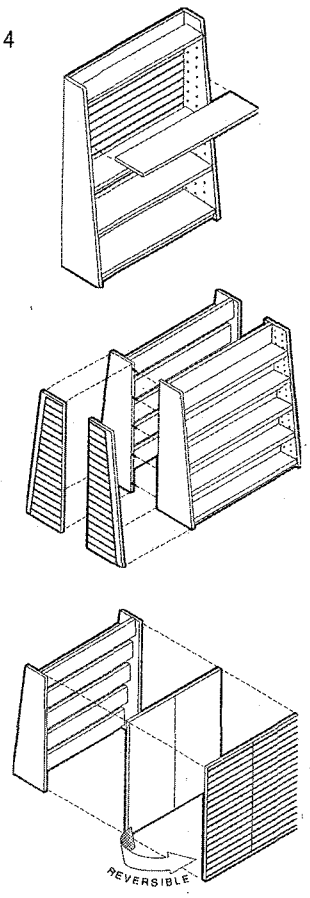
tures like spinners, 4-ways, and A-frames permit the use of a seemingly endless array of slatwall accessories. In addition, using slatwall as a component in a fixture can totally change its function. Put slatwall on the back of a window display and you've just created a two-sided fixture. Want to cross-merchandise more? Use fixtures that have slatwall interior back panels and display products on shelves and on slatwall accessories at the same time. Everyone knows the value of end-cap display, but not everyone has the floor space to devote to an end-cap fixture. Add a slatwall end panel to the end of a run of fixtures, and you've just created an end cap. (Figure 2).

Steel shelving is found everywhere, usually with flat shelves. Yet you can create entirely new departments by removing the flat shelves and replacing them with a wide variety of inserts. They range from simple peg hooks and hang bars to spinner displays, units with glass doors, computer demo shelves, and even inserts for things like fishing poles and lawn mowers! And don't neglect the back panels and end panels of your steel fixtures; end panels come in several different shapes and styles, while back panels come in configurations other than just plain pegboard. (Figure 3).

One of the simplest ways to incorporate flexibility into your fixtures is to put them on

casters. You can then alter traffic layout, move your fixtures into position for seasonal promotions, or even take them out of the store for special sales. There are ready-to-assemble fixturing systems available that can be reconfigured depending on the need. (Figure 4).

Figure 4



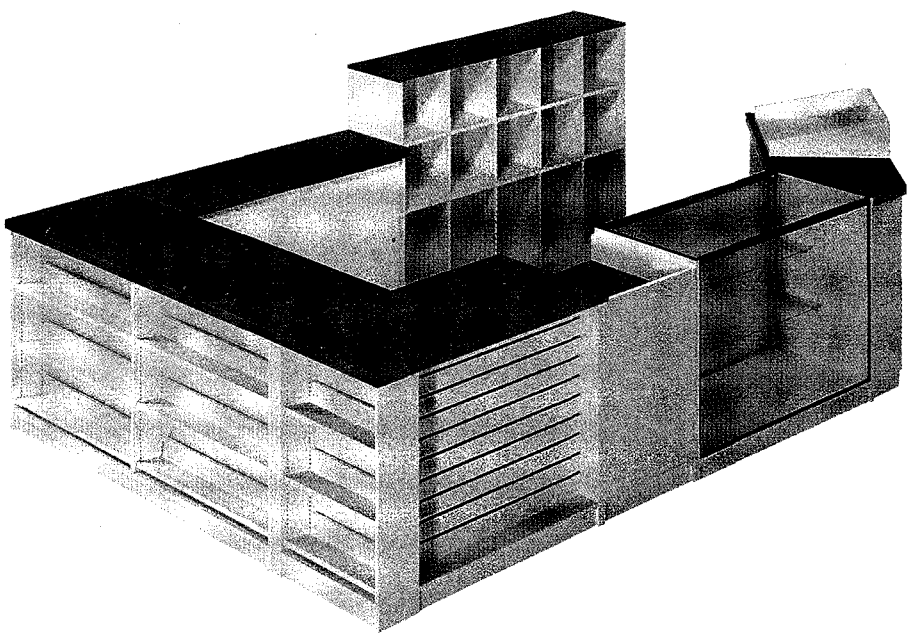
Then there's your counter. Although it is normally viewed as an operational tool, it's important to note that you can also incorporate display elements like glass, shelves and slatwall into your permanent counters and convert them from operational tools into sales generators. (Figure 5).

Useful Tips

Now for a little ingenuity and some simple common sense.

- ***Look at that empty space from the top of your wall fixtures to the ceiling.*** That space can be filled in with "Overstocks," which sit on top of the wall fixtures and are used for storage or merchandising, in addition to adding a built-in, library effect to your store. Wood or glass sliding doors can also be incorporated into the bottom portions of standard fixtures to add storage. Plus, every store has corners. Corner displays, corner columns and slatwall

Figure 5



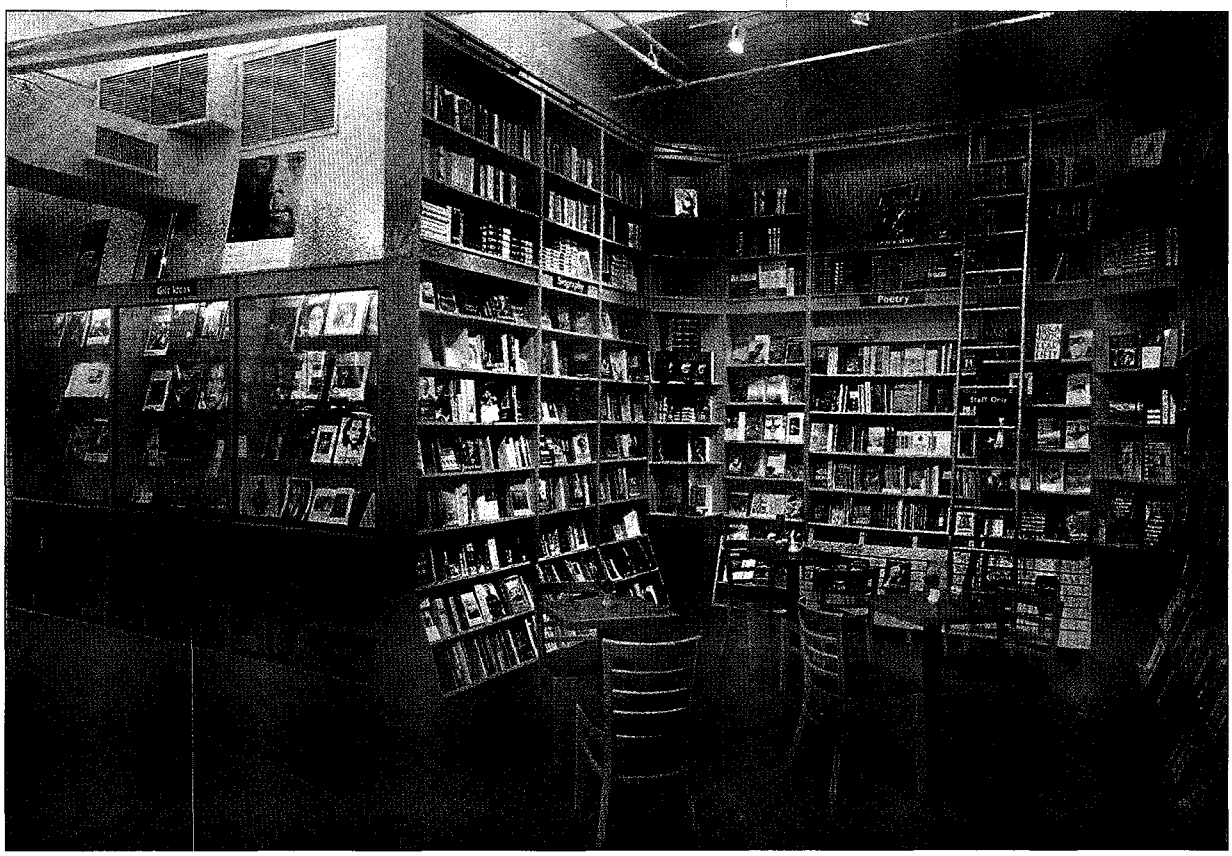
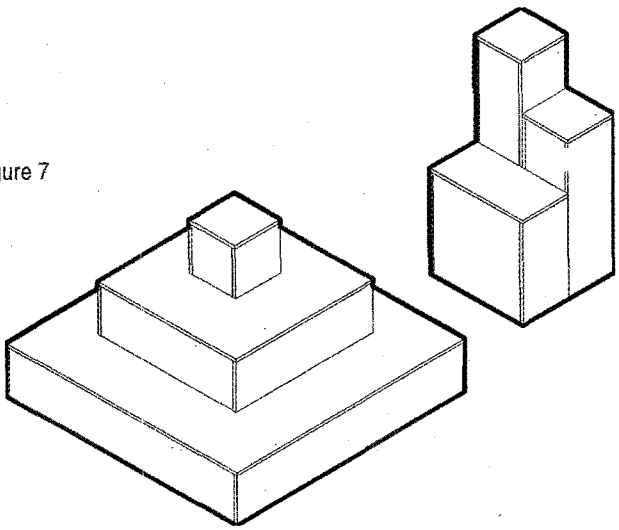


Figure 6

Figure 7



corner columns turn those empty spaces into merchandisers. (Figure 6). A post can be covered with a slatwall kit that converts it into a merchandiser.

- ***Use box displays of various sizes, stacking them in different configurations.*** (Figure 7).
- ***Jamming as much as possible into a limited space may not always be wise.*** Dumps, spinners and lots of vendor racks can quickly develop into roadblocks.
- ***Gridwall is a simple and inexpensive way to add display capacity.*** A newer style called "slatgrid" accommodates both slatwall and gridwall accessories. (Figure 8).
- ***"If the customer can't find it, they can't buy it."*** Signage is an extension of your customer service function. Upgrade your signage to move people throughout your store.

Perhaps the simplest way to maximize the use of your space is just to clean the place up. "Neat, clean and organized" is the motto. Get rid of clutter, maintain neat shelves and make it easy for the customers to find things they didn't know they wanted.

Conclusion

These are just some of the ways that you and fixture specialists can maximize your dollars per square foot, enable your store to respond to changes, and make your life just a little bit easier. Speaking of specialists, regardless of which fixture company you choose, we strongly suggest that you utilize the services of a fixture company rather than a local carpenter or even a facilities department. Their experience has taught them how to blend form with function and to create well-designed fixtures that are both attractive merchandisers and functional sales generators, much more than simply "shelves." Research indicates that renovated and properly fixtured stores report sales gains of 15-40 percent, often without the addition of any space or inventory. The look of your store improves your corporate image, impresses recruits and ultimately improves your bottom line. Good fixturing should be viewed as an investment, not an expense.

And by the way, isn't it time to think about organizing your closets?

Glossary

1. **End Cap.** A fixture that stands against a row of double island fixtures to create highly visible, extremely valuable display space. An end cap is simply single-sided case with a finished back. Its width matches the depth of its corresponding double-sided case.

2. **Slatwall Spinner.** A slatwall rectangle that spins.

3. **Slatwall A-Frame.** A two-sided slatwall angled fixture configured in the shape of an "A." Requires a minimal amount of floor space and is usually built on casters.

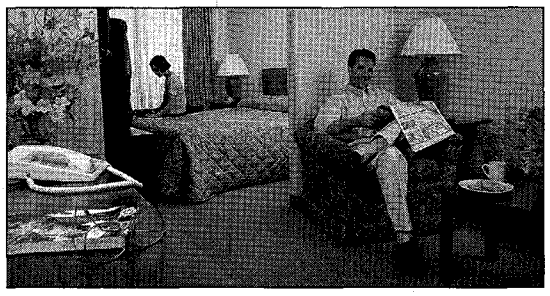
4. **Slatwall 4-Way.** Slatwall configured in a series of perpendicular panels. Can be used as a spinner.



Figure 8

Arthur King is director of marketing for Franklin Fixtures, Inc., a full-service store fixture company in Brewster, MA. Art has 25 years experience in marketing, merchandising and fixturing. Prior to becoming involved in the fixture industry, Art spent 14 years in the office products market. He can be reached at (413) 746-1134.

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Barbara Glanz
Barbara Glanz Communications, Inc.



In this action-oriented, idea-packed session Barbara will help employee services providers stimulate both managers' and employees' creative spirits. They will discover a new understanding that, even amidst turbulent change, they can choose to make a difference in their workplaces every day and ultimately impact both employee morale, productivity and profit. Most employees in our world today are in survival mode, just trying to get through each day. They need to take responsibilities for their own careers and find a new sense of purpose in their work, a value-based commitment that comes from within.

Barbara Glanz is an internationally known author, speaker and consultant. She is a member of the National Speakers Association, the Board of Directors of Professional Speakers of Illinois and the American Society for Training and Development. Her many areas of expertise, her love of reading and research, her passion for her message, and her caring for people have resulted in her becoming known as "the business speaker who speaks to your heart as well as to your head!" She lives and breathes her personal motto: "Spreading Contagious Enthusiasm™."

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6:00-7:00 p.m
Employee Store Reception

8:00-10:00 p.m.
All Attendee Reception

THURSDAY, APRIL 30, 1998

7:30-8:00 a.m.
Session Chair Meeting

8:00-9:00 a.m.
Regional Breakfasts
(Delegates Only)

9:15-10:45 a.m.
Opening Session
CARE Packages For the Workplace
—Barbara Glanz

11:00 a.m.-Noon
Certification Luncheon
(certified members only)

Lunch on your own

11:00 a.m.-12:30 p.m.
Exhibitor Orientation
Session Featuring:

Coloring Outside The Lines℠—Jeffrey Tobe
followed by lunch

12:15-2:15 p.m.
Workshops
ES 1. Great Strategies For Great Employee Stores
NS 2. Strategy Exchange for NESRA Select Members
3. Chapter Leaders Management Camp
4. Trends in Employee Services

2:30-3:30 p.m.
Concurrent Sessions
NS 1. What You Should Know About NESRA Select
2. Racing For New Ideas II
3. Strategic Planning For Employee Associations
4. And Away We Go... travel made fun, affordable, safe and easy!
5. An Outsider's Look In

3:45-6:15 p.m.
Exhibit Hall Grand Opening

7:15 p.m.
Evening at Universal Studios Florida

FRIDAY, MAY 1, 1998

7:45-8:45 a.m.
Chapter Presidents/ Administrators Breakfast

9:00-10:00 a.m.
General Session
Volunteerism
Robert Goodwin

10:15-11:15 a.m.
Concurrent Sessions
1. FUNd-raising the Disneyland Way
2. How To Market Your Chapter on the Internet
3. Writing Right, Tight and Bright
ES 4. Employee Store Roundtables
Topics: POS, Tax Issues, Merchandising, Inventory Control, Developing a Store
NS 5. Linking Employee Services To Your Strategic Work/Life Goals

11:30 a.m. -1:30 p.m.
Member Appreciation Luncheon
Awards Presentation

1:45-3:45 p.m.
Exhibit Hall Open
(dessert served)

4:00-5:00 p.m.
Concurrent Sessions
New! 1. Meet The Award Winners
2. Downsizing Today
3. Reinventing Your Employee Services Dept.
4. HTML Training
5. Showing The Impact of Your Wellness Programs

Evening at Disney

SATURDAY, MAY 2, 1998

9:00-10:00 a.m.
General Session
Reach Beyond the Challenge—Marilynn Semonick

10:15-11:15 a.m.
Concurrent Sessions
NS 1. Employee Services 2000
2. Untapped Resources—Partnering with Community/County Recreation Depts.
3. Past, Present and Future of Corporate Fitness
ES 4. Merchandising Strategies to Maximize Sales Per Square Foot
5. Work/Family Session

11:30 a.m. - 2:00 p.m.
Exhibit Hall Grand Finale
(Deli lunch served)

Evening at Sea World

SUNDAY, MAY 3, 1998

9:00 -10:00 a.m.
General Session
If Not You...Who? If Not Now...When?

10:00 a.m. - Noon
Closing Brunch
Sponsored by the Las Vegas Convention & Visitors Authority

NS *notes NESRA Select session*
ES *notes Employee Store Session*

NESRA's
57th Annual Conference and Exhibit
Disney's Coronado Springs Resort, Orlando, Florida
April 29 - May 3, 1998

Registration Form

Full Name (Print) _____ Common First Name _____

Position: _____ Certification status ___ CESRA ___ RVESRA

Company _____ Number of Employees _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ FAX _____ E-mail _____

Is this your first National Conference? Yes ___ No ___

Does your company have an employee store ? ___ Yes ___ No Do you manage it? ___ Yes ___ No

Expected date of Arrival _____ Departure _____

( ) Please check if you have disabilities and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/20/98	After 3/20/98
Pre-Conference Disney Tour	$100	$100
Delegate-NESRA Member	460	475
Non-Member Delegate	550	575
Associate Member non-exhibiting	800	850
Spouse	210	225
Student	150	165
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60523-2371. Any questions, call (630) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/15/98. After that date, refund cannot be guaranteed.

All room reservations must be made **directly** with Disney's Coronado Springs Resort. We cannot guarantee room availability after 3/29/98, consequently we suggest you telephone in your room reservation to the resort at (407) 939-1020. Be sure to state you are part of the NESRA Conference. NESRA Conference room rate at Disney's Coronado Springs Resort is $126 per night (single or double occupancy).

FOR OFFICE USE ONLY
1 2 3 4 5

Meet 12 Members with Time-Saving Tips

by Amy Ehrenhofer

With your savvy entrepreneurial spirit, we know you are always looking to do tasks better, more efficiently and effectively. Here are examples of how your peers have changed things for the better.

Streamlining Sign-ups

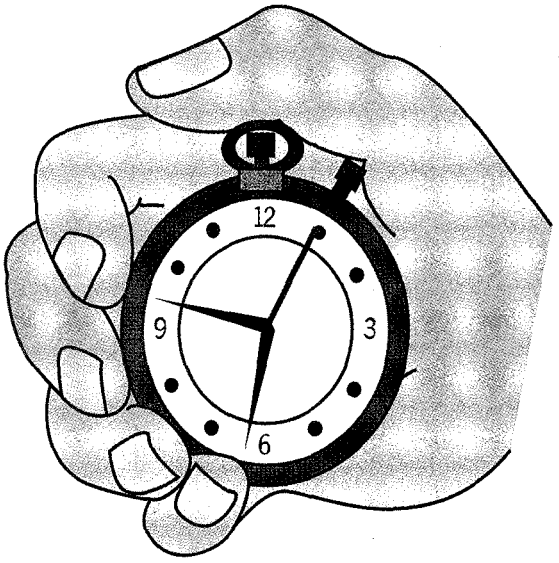
◆ "Our employees had to renew their employee activities membership every year. Now it is renewed automatically and employees are billed if they do not cancel their membership by an announced date.

This reduces printing costs and the paper shuffle of employees having to fill out registration forms every year."

Helen Patton
Activities Supervisor II
State Farm Insurance Company
Corporate Headquarters
Bloomington, IL

◆ "New employees had to go through several half-hour orientations over a period of three weeks. We've condensed orientation: All new hires attend a monthly four-hour orientation session that addresses company policies, etc. and a section on employee services. Then, employees attend smaller, shorter training sessions for their departments."

Jerry Devos
Employee Development Manager
Shuford Mills, Inc.
Granite Falls, NC



◆ "We use the intranet. Employees can log on to make reservations at vacation houses, sign up for classes and register for associations."

Shawna Collins
Facility Supervisor Assistant
Salt River Project P.E.R.A. Club
Phoenix, AZ

"Our agency established an electronic bulletin board that lists all activities and communicates to regional offices."



Getting the Word Out

"Have a computer program that manages the statistics for a walking program."

◆ "Now our staff uses mass e-mail to promote speakers who give lectures on various topics. Mass e-mail is fast and efficient. Speakers come in and talk about the following topics: how to balance work and family, eldercare programs, how to select a good summer camp program for your children, parenting classes, etc."

Randy Schools, CESRA
President and CEO
NIH/NOAA
Bethesda, MD

◆ "We have a small business that writes, designs and produces our newsletter. We also outsourced the employee store and centralized our discount program."

Arlene Hodges, Manager of Employee Services and Communication
Outokumpu American Brass, Buffalo, NY

Other Helpful Hints

"Have a computer program that manages the statistics for a walking program."

Gene Zenowich
Health Promotion Director
Ashland Chemical
Dublin, OH

"We've taken out the employee store and sell through our catalog."

"All of our awards are going straight to the employees' homes and then the managers have quarterly receptions for their employees."

Debbie Colston
Employee Activities—Community Events Coordinator
Louisville Gas and Electric
Louisville, KY

◆ "We are asking suppliers to print sales flyers for us and we are advertising employee service programs on TV screens.

"The St. Paul Post Office used to print our flyers. Now we ask for our vendors to supply all of the flyers. We also have bulletin boards that feature upcoming events and attractions. Televisions in the employee lobby keeps safety tips and company goals in front of employees. Now, employee services programs are advertised on the TVs and we have seen an increase in participation.

"We are also looking into re-introducing a company hotline for employees and retirees to call in and hear a list of planned activities. This year, the plan is to send less mail to employees and use more paycheck stuffers. Instead of mailing to all retirees, I plan to ask retirees if they wish to receive information about events and mail only to those interested. In addition, instead of sending retirees a flyer for each event, we are looking into sending them a quarterly postcard announcing events.

Sandy Chabot, Customer Relations Coordinator,
St. Paul Post Office,
St. Paul, MN

◆ "We've created classified ads on e-mail and our Information Center has job postings, sport needs, financial needs and birthdays."

Theresa Williams Jones
Employee-Community Services Coordinator
AFLAC, Columbus, GA

◆ "Our agency established an electronic bulletin board that lists all activities and communicates to regional offices."

Jerry Wilburn, Sr.
President of Association, Store Manager
US General Accounting Office
Washington, DC

Organizing Discounts

◆ "Previously, employees came to my office or the personnel offices to pick up information on discount programs. Instead, I have put together a booklet on all of the discounts available and it is now a resource in a centralized location, our employee store. Our employee store, which is open from 7 a.m. to 4 p.m. (longer than my office and personnel), is now responsible for putting together and distributing the discount program. Employees can call and request the booklet to be mailed to them and delivered through in-house mail."

Terry Swinney
Manager of Office and Food Service
Boeing Defense and Space Group
Philadelphia, PA

◆ "Instead of picking up the discount tickets as needed from suppliers, we collect money for the tickets and have the supplier bring them to us."

Dolly White
Administrative Service Manager
Lexmark International Inc.
Lexington, KY

"We put together discount booklets by regions so that if an employee was looking for hotel rates, he could just look in the booklet under his destination. Any other discount programs in the region would be listed there. Now our office does not have as many people coming back and forth asking redundant questions. Details are all in the booklet that is provided for them.

David Dale, CESRA
Health Promotions and Employee Services Administrator
Ashland Inc.
Russel, KY

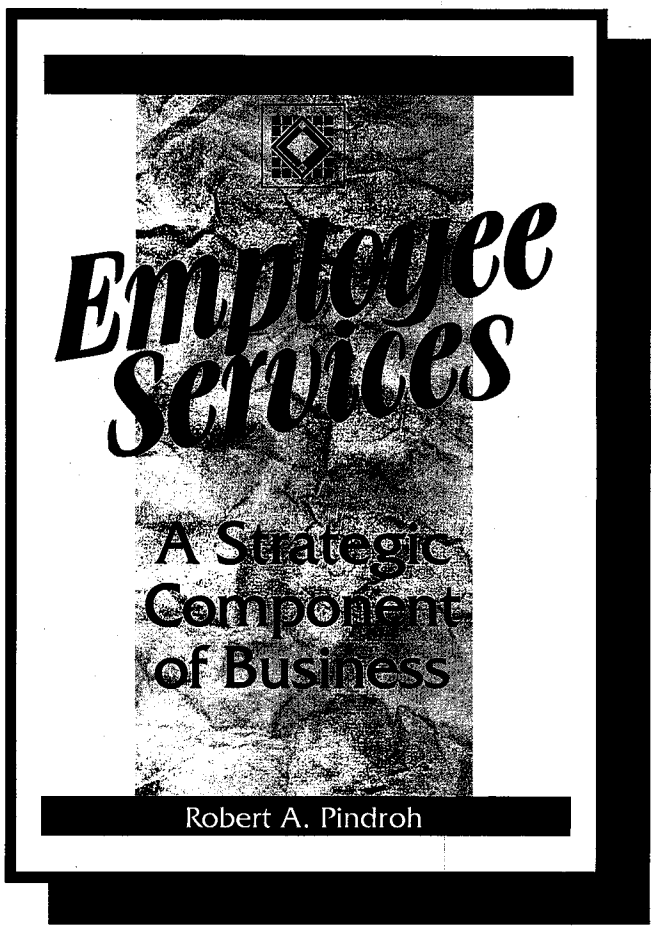
◆ "To order discount tickets, field employees were required to send in an order form, address the envelope and pay for postage. Now we save employees time and money by including a self-addressed stamped envelope with announcements of discount tickets. Employees enclose the order form and their money in the envelope and drop it in the mail."

Sandy Chabot, Customer Relations Coordinator, St. Paul Post Office, St. Paul, MN



New from NESRA's Education and Research Foundation!

Employee Services has a vital role in Corporate America. This book puts you in the game.



Addressing:

- *Adding value to your employees and the company*
- *Positioning your program for Success*
- *Demonstrating the value of your program*
- *Short- and long-range planning*
- *Future trends*

This book illustrates how employee services should be strategically positioned for success today and tomorrow. There is no other book available that can guide an employee services practitioner to success more than this book. Beginners will learn essential ingredients of employee services and advanced practitioners will learn key strategies for aligning your program to the goals of your company.

Loaded with creative examples of programs offered by today's "Employers of Choice," *Employee Services: A Strategic Component of Business* by NESRA Past President Robert A. Pindroh, CESRA, builds momentum as it defines employee services, identifies trends in society, shifts in the workplace and innovations in employee services. Interviews with dozens of employee services practitioners make this book interesting and easy-to-read.

Those implementing employee services will want this powerful testimonial of the value of employee services. Managers wishing to attract and maintain a qualified workforce will want to find out how employee services can help them.

Order today for only $15.95

Yes, I want to learn how to strategically position employee services.

Name_____

Company_____

Address_____

_____

City_____ State_____ Zip_____

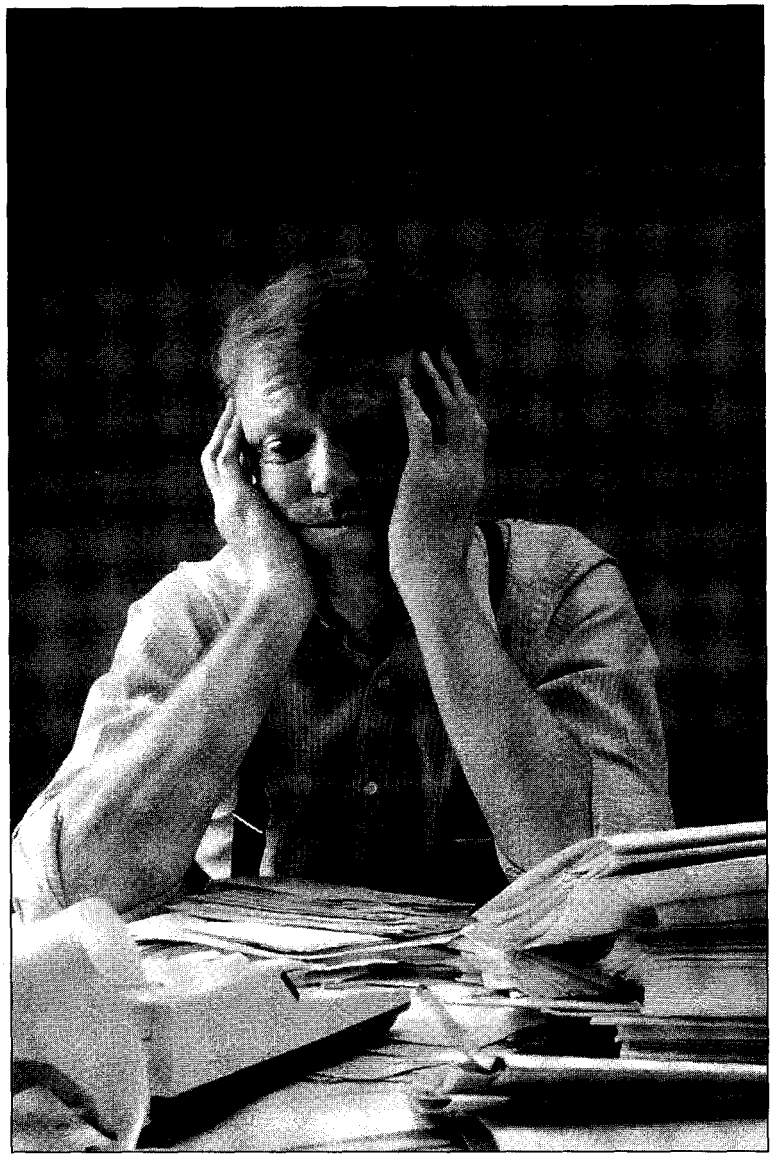
Send me #_____copies @ $15.95 per copy
Plus $2 for shipping and handling per copy

Mail this order form with your check for *Employee Services: A Strategic Component of Business* to

NESRA Headquarters
2211 York Road, Suite 207
Oak Brook, IL 60523-2370
(630) 368-1280

Group Legal Insurance: A New Frontier

by Karen Meinders



At a recent company benefits and services fair, Amy Cavanaugh was approached by an employee who proceeded to share with her the legal troubles he encountered when closing on his house.

"Apparently, it was a messy closing involving several parties and bankruptcy issues," says Cavanaugh, a benefits administrator for Global One, an international communications firm with more than 4,000 employees. "But he wasn't upset about it. He was pleased because he estimated a savings of approximately $9,000 in attorney fees through his membership in the company's group legal insurance plan."

Along with companies like Microsoft Corp., AT&T Corp. and Kraft Foods, Inc., Global One has added group legal insurance to their list of employee benefits and services program offerings.

Group legal insurance operates similarly to medical insurance offered through a health maintenance organization. For a monthly premium of $15-20, plan members receive free legal advice and consultation, negotiation and trial representation from a national network of attorneys. Although plans vary, comprehensive plans cover legal needs like adoption, property protection, consumer protection, will preparation and real estate transactions.

"It truly creates a win-win situation," says

Bill Bolger, executive director of the National Resource Center for Consumers of Legal Services, a nonprofit research and education group that works to improve the delivery of legal services. "It is a simple and inexpensive benefit for the company to offer. Satisfaction and utilization rates among employees are traditionally very high."



Growth in Group Legal Insurance

"Group legal insurance is becoming more important because people want legal issues addressed before they become a problem."

Company-offered legal plans have grown more popular over the past decade. In 1996, more than 12 million individuals were covered by employer-sponsored group legal plans, according to the center. Employee enrollment rates typically range from 10-20 percent.

"Group legal insurance is becoming more important because people want legal issues addressed before they become a problem," says Jim Brennan, president of Midwest Legal Services, who administers group legal plans that cover more than 500,000 individuals nationwide. "Many of our clients report employee participation increases as they realize the benefit of having an attorney's assistance with day-to-day legal issues. Employers are also beginning to realize working with an attorney eliminates some of the stress on employees."

Legal insurance makes preventative law possible for many employees who would not otherwise have access to legal services, according to Bolger. "Originally only the most progressive industry leaders offered the benefit. However, it has rapidly become a mainstream benefit."

A Recruitment/Retention Tool

Group legal insurance can assist in the recruitment of new employees and help managers increase the satisfaction rate among current employees.

"This type of added benefit allows us to keep ahead of our competition," says Mindy Cossins, benefits administrator for Oracle Corp., a computer database and software developer with more than 14,000 employees nationwide. "We have to make sure we are providing the benefits employees want."

Just as important as the cost savings in attorney fees, adds Cavanaugh, is the reduction in the employee stress levels. "Legal coverage gives employees one less thing to worry about."

A recent study conducted by Midwest Legal Services shows 86 percent of plan members who had received consultation from a network attorney said the advice reduced stress that otherwise might have affected performance or taken time away from work.

Choosing the Right Plan

When selecting a group legal insurance plan, employee services managers must consider a variety of options, according to William Plymat Jr., author of *How to Choose a Group Legal Plan.*

Plymat says these are some of the questions to ask: What principles guide the choice of employee benefits and services? What role do they play in recruitment and retention? Is the benefit and service strategy designed to improve morale and productivity? Does the mix guard against the most common occurrences, or does it focus on catastrophic protection?

"In the final analysis, two essential criteria should be weighed—what is best for the employer and what is it that employees really want?" says Plymat.

Karen Meinders is account manager for Thomas C. Porter & Associates Public Relations, West Des Moines, Iowa. She can be reached at (515) 221-4900. A free copy of How to Choose a Group Legal Plan *is available by calling (800) 888-4184.*

Lights, Action, Cut

By Jim Battersby

I would like to preface this article by asking readers to recall an earlier rendering of mine called "Are You Ready to Survive?" written in the February, 1995 issue of *Employee Services Management* Magazine (or see this under "hot topics" on http://www.nesra.org). This article is one of the most widely studied articles in the history of NESRA. Primarily because I require my students at California Polytechnic State University and Cuesta Community College to read it.

I would like to quote from the section "Business is Business Don't Forget." Business is a roller coaster where smartsizing, downsizing and capsizing are an integral part. Employee services is often like the people in the last car of the business roller coaster who are subject to more thrashing, slashing and bumping around.

My last three years at Lockheed Martin were a constant challenge and battle to keep Lockheed Martin Employee Recreation Association (LMERA) afloat. Dedicated and creative staff, along with company allies and a belief in the value of employee services, kept it alive but at the same time changed the association's way of doing business forever.

In preparing this article, I have enlisted the help of other professionals throughout the nation who either were gently appraised of the demise of their program or were hit with a sledgehammer one chilly winter's day.

I am going to briefly intersperse film production analogies and compare the cutting of programs to that of cutting scenes from a film. Some scenes just don't fit the plot or scheme. The film's director, producers or advisors can make cutting decisions. Employee services has become a cutting room fatality in many companies while at others it is a rising or established star that is included in all relative scenes.

My cohorts and I agree that indeed we could predict some trouble was headed our way. Some of us were shocked at proposed cuts made in the company cutting room.

Warning Signs

I would like to alert you to some "Wake up!" "Hello!" "Hey you!" "Watch out! " types of signs that indicate you and your organization may be headed for trouble.

1. Facility planning personnel visits:

Do visitors pop in and take measurements, pictures, check computer accessibility, etc., and tell you it's routine to take inventory?

2. Amnesia:

Particularly in the case of employee managed associations—agreements, contracts, company support commitments, bylaws and other survival mechanisms seem to no longer play a vital role in the association's operation. Leasing turns to licensing.

3. Publicity and Public Relations:

The company is minimizing resources for publicizing your program. You are no longer asked to give year-end reports or updates.

4. Justification:

You are suddenly being asked to document every staff function, every piece of equipment, your hours of operations, your use of space, and the list goes on.

5. Self-sustaining/Volunteers:

Look out! When you are asked about being totally self sustaining or a statement is made, "Why can't volunteers run the program—you can be in trouble!"

These warning signs should alert you that your program may be in jeopardy of losing funding or other support.

6. Looped Out:

Remember when you used to attend key decision making meetings? Now you hear about them or respond to directives. "It is difficult to control what you don't know." This helpless feeling frustrates you and your staff. However, information does not flow freely during crunch time. Secrets are many—control of your destiny is limited.

7. Request for Quote (RFQ):

You are asked to provide information to your procurement department so they can put out a bid specification for outsourcing employee services and recreation (akin to signing your own life away).

8. Budget Cuts:

The company has officially announced a 20 percent across the board budget cut. Your organization is required to cut 65 percent or more (a rather strong hint).

9. Layoff Lists:

You are asked to rank or list your employees based on their value to the company. They will be stacked with others on a company wide basis and subject to layoff. You must keep all this information confidential.

10. More Reports:

You are asked to work up an ROI (Return on Investment Report) demonstrating the value of your services per company dollar invested.

11. Century Twenty One Time:

People in gold jackets are seen in the vicinity of your company real estate officials. They often point at your building or ball fields and smile.

12. Support disappears:

Remember that support you had all the way to the top of the company? Where are they now? Retired? Relocated? Or relegated to 80-hour workweeks and job survival.

13. Wait Until Next Year:

It is a preferred answer so that morale will not be crushed. So it's "wait until the company gets back on its feet—until next year, next decade, next millennium," or "after the merger." Sarcasm—yes! But do be prepared with come-back or contingency plans...just in case.

14. The Final Blow:

You pick up a company wide notice that you are being honored on the occasion of your retirement two weeks from Tuesday in the company cafeteria—which will coincidentally end operations that day.

Conclusion

This is certainly an article that has bits of levity in it. However, the message is extremely critical. You may not survive the cutting room. You are personally responsible for your own job future. Use your present job to enhance skills and develop a viable network.

Change is inevitable. Be ready and beware of your environment. Listen—read—develop mentors in and out of the company.

Employee services and recreation is caught up in the rapidly changing work world. Learn to understand what that means. Learn to play the game. The rewards are there!

Jim Battersby is Former Manager of Employee Programs and Executive Director of the Lockheed Martin Employee Recreation Association. He is currently teaching and consulting on the Central Coast of California

W rk/Family Resources: Empowering Employees to Take Charge of their Lives

By Michael Scott

How can you empower your employees to take charge of their lives, making them more productive?

Today's employees are in constant turmoil over the competing demands of work/life issues. As an employee services practitioner, you may be asking yourself, "Are there other resources we can provide to our employees to empower them to take charge of their lifestyles?"

Here are a couple of suggestions on how you can help employees with their work/life needs.

1. You may want to establish an exclusive resource section in your employee store with work/family/life management books and audiotapes. In addition, explore the possibility of having quarterly book fairs, focusing on work/family resources and seminars. A nice twist would be to invite a book author to conduct a short seminar or do a book signing.

2. Consider establishing a "Work/Life Resource" website for employees and their families, complete with the latest life management "how tos" from a guest columnist and an information bank of handy toll-free numbers, which link your workforce to valuable work/life information.

Okay, you say. Great ideas! But where do I start? Here are some suggestions:

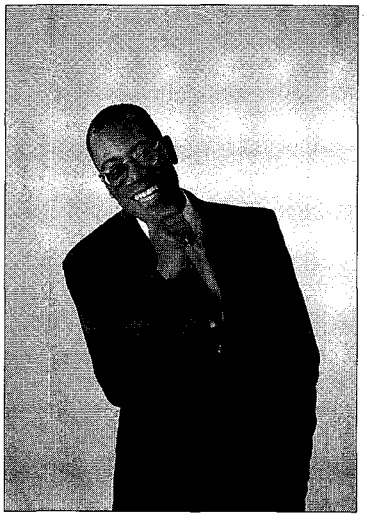
√ **Survey your employees:** This is a simple and grossly overlooked method for identifying the work/life issues of your employees and providing them with the resources they need. It's as simple as coming up with three to four basic questions and disseminating them on a postcard for easy return. For best return rates, you may want to have a prize drawing for a few free work/life books and tapes.

√ **Identify key resources:** There are a myriad of books available on work/life and related issues. The following are a few suggestions to get you started:

- *The Complete Eldercare Planner* by Joy Loverde (This one is available through NESRA at a discount)
- *You Don't Have to Go Home Exhausted: The Energy Engineering Approach* by Ann McGee-Cooper
- *The Five Rituals of Wealth* by Todd Barnhardt
- *First Things First* by Stephen Covey
- *Margin: Restoring Emotional, Physical, Financial, and Time Reserves To Overloaded Lives* by Richard A. Swenson, M.D.
- *If You Don't Take Care Of Your Body, Where Will You Live* by Barb Schwarz

Contact NESRA Headquarters for information on potential suppliers who can provide you with these and other work/life resources at a discount. They can help steer you in the right direction as well as give you the names of work/life experts and columnists that are available to your organization.

√ **Draft a strategy:** A plan is essential to turn these ideas into reality. As the old saying goes, "An idea by itself is worth little, but an idea with a plan is worth tons!"



Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

Prepare For A Successful NESRA Conference Experience



The workshops give you a special time to exchange information with NESRA members on a specific topic.

NESRA's 57th Annual Conference and Exhibit is just around the corner. On April 29-May 3, 1998 at the Disney Coronado Springs Resort in Lake Buena Vista, employee services providers will have the chance to attend an exciting conference and exhibit. Just making sure that you have comfortable walking shoes and lots of notepads isn't enough preparation for this event.

To get the most of the conference, your preparation begins before you even start packing. We've provided some pointers to make your conference and exhibit hall visit more exciting and more meaningful.

1. Look over the conference brochure.

Read about all the conference sessions. Decide which concurrent sessions appeal to you. If there are more than one during a time slot, consider having a fellow NESRA member attend one while you attend the other. You can collect notes and handouts for each other.

When looking at the conference brochure develop a goal for the conference. For example, you may choose to focus on improving your employee store. The conference is the perfect time to find out about new programs.

2. Bring lots of business cards.

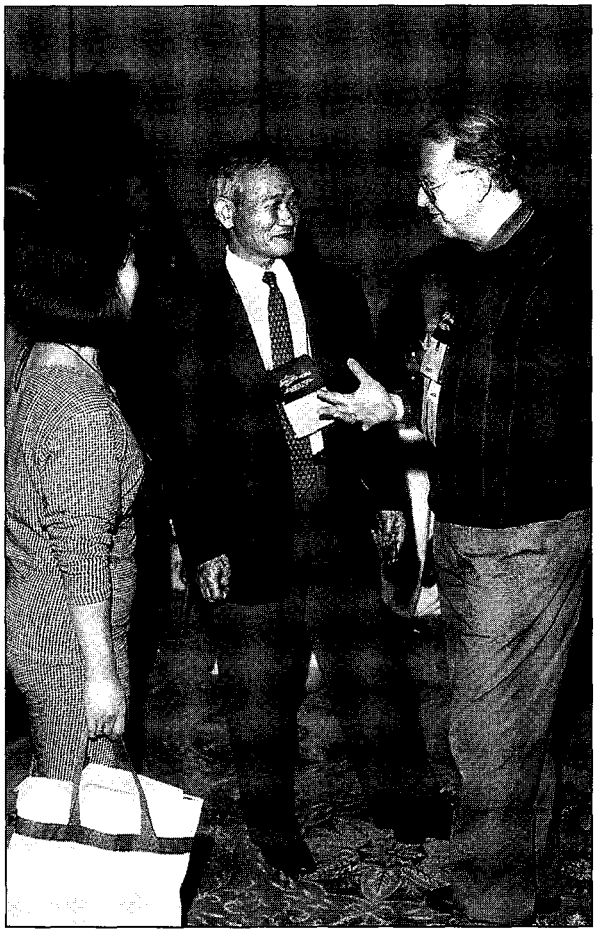
You will not only give these out to fellow NESRA members but can also give them to suppliers in the exhibit hall so that they can send you additional information. You can also exchange your business cards with speakers whom you would like to contact later.

3. Attend the new attendee session.

If this is your first conference, it is important to attend the new delegate attendee session on Wednesday evening. "My first conference I did not know anyone," says Elaine Nap, coordinator, employee services, Wisconsin Gas Co., Milwaukee, WI. "Attending the reception enabled me to develop a camaraderie with other members who were also new delegates. It was a convenient way to break the ice."

4. Attend a regional breakfast.

Take advantage of the networking opportunity at the regional breakfasts. They give you a chance to meet and talk with people in your area of the country. "The regional breakfasts allow you to get over the issue that you are the



only one there from your area," says Sue Rowe, corporate employee program specialist, Miller Brewing Co., Milwaukee, WI. "You will have something in common with these NESRA members just because you are from the same area."

5. Network, network, network.

"This is an excellent opportunity to network with people from all over the country that do just what you do," says Rowe. "Where else will you get the chance to meet and talk with this many employee services providers?"

6. Visit the Creativity Center.

Walk through the Creativity Center several times during the conference. It is a place where NESRA members have contributed samples of some of their printed materials. Look at what fellow NESRA members are doing. Take any samples that interest you. You can follow up with the members later in the conference (or by phone when you get home) to find out what was involved in their programs.

7. Make the most of the Exhibit Hall.

"Have a strategy before entering the exhibit hall," says Chuck Bashian, NESRA marketing manager. "Make a list of the exhibitors, new and old, you want to meet. Consider scheduling an additional appointment at a time other than during exhibit hours with key suppliers."

8. Participate in workshops.

The workshops give you a special time to exchange information with NESRA members on a specific topic. Don't be afraid to speak up. Your idea or question is probably beneficial to several others in the room.

9. Attend the social functions.

Social functions are a great chance to meet other NESRA members in a relaxed and comfortable environment. This year's social functions give an added bonus of allowing you to see firsthand what's new with some of the theme parks and other destinations.

10. Enjoy yourself.

Don't forget you are at the conference to recharge your batteries and to gain valuable information to take back to the office with you. You will be able to do this while also having fun.

Develop a better understanding of the industry you work in, and the trends impacting it.

Buyer's Guide Update

Here's a listing of new National Associate Members since the publication of the Buyer's Guide in the Nov./Dec. issue of ESM

Chez-zam Entertainment Group, The

25 Jefryn Blvd.
Deer Park, NY 11729
(800) 733-6848
(516) 595-2981
(516) 595-2987 FAX
E-Mail: requestinfo@Chezzam.com
Contact: Richard Blau

Our innovative and dynamic entertainment programs are nationally recognized for their quality and ability to thrill and motivate audiences. Turn your next holiday party, employee service awards recognition dinner or corporate outing into a memorable celebration.

Corporate Advantage Group

South Country Rd., Box 586
Bellport, NY 11713
(800) 987-5607
(516) 395-3050
(516) 399-4181 FAX
E-Mail:
advantage4u@worldnet.att.net
Contact: Marc Zdanow

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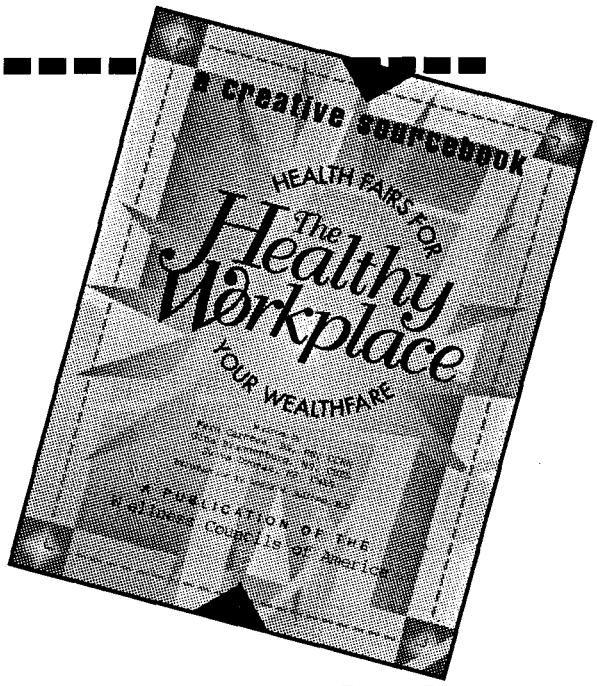
Anaheim Ramada Inn (Hotels) change of e-mail address: Sales@anaheimramada.com

Antigua Group, Inc., The (Fitness) change of contact person: Dan Moore.

Auto Buying Plan (Merchandise) change of address: P.O. Box 371642-5642, Denver, CO 80237; additional phone number: (800) 489-8739; change of fax: (303) 627-9511.

Florida Tourism Industry Marketing Corporation (Visitors) change of name: VISIT FLORIDA.

HFS, Incorporated (Hotels) change of name: Cendant Corporation; add fax: (602) 681-3266.



Here's what others say:

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ring to hypothetical individuals, or use generic plural pronouns ("they" or "their" for instance.

◆ ***Cyber punctuation.*** E-mail users have introduced a wide variety of new punctuation marks (often called "emotions") and abbreviations over the first five years, and they've become widely accepted. Use these when you wish to express emotion. (See Chart A.)

◆ ***Response Requests.*** Indicate at the end of your message exactly what you're looking for in response: the recipient's comments, a specific course of action, a suggestion. Indicate your deadline.

Chart A

The World of Cyber-Punctuation

Dozens of new punctuation marks (often called "emotions") and cyber-abbreviations have become popular over the last few years. Here are a few of the most widely used by e-mailers.

Emotions

Amazed	:-o
Happy	:-)
Laughter	<I>
No comment	<>
Sad	:-(
Skeptical	:-/
Undecided, unsure	:-\
Wink	;-)

Abbreviations

By the way	BTW
For what it's worth	FWIW
For your information	FYI
In my humble opinion	IMHO
In other words	IOW
Thank you, thanks	TNX
Thanks in advance	TIA
With respect to	WRT

What's Out

◆ ***Formal Addresses.*** In e-mail, a formal address and salutation is usually considered unnecessary. A first name is usually sufficient to begin the message and a comma is acceptable in place of a colon.

◆ ***Statistics.*** Keep the lengthy statistical stuff out of the core message. If you must attach tables, spreadsheet files, statistics or other in-depth material, include these as attachments to the e-mail message and allow the recipient to print them if and when he needs them. Remember, however, that many computer users are wary of attachments given the scare of computer viruses coming in via this route. Ordinary text attachments can't contain viruses, but if your recipients express concern over your attachments, better to send them by snail mail.

◆ ***Formal Sentence Structure.*** Because e-mail shares the characteristics of written and spoken speech, don't worry about perfect sentence structure. Contractions are OK, for instance. You can end sentences with prepositions, as long as they accurately communicate your train of thought. Sentence fragments are usually acceptable too, as long as their verbs are implied.

◆ ***Personal Comments.*** Remember that e-mail is never totally private; in many instances, technology may allow other individuals to view your messages. Avoid the temptation to sit in front of the computer terminal and "let it all hang out." Instead, think about what you're going to say first—and be sure your comments are appropriate and polite.

◆ ***Self Promotion.*** If you want to promote yourself in your e-mail correspondence, place a slogan, web address, or other identifying information at the end of the message. But avoid the temptation to turn e-mail messages into electronic bulletin boards.

These common-sense rules serve many purposes. They help you organize your e-mail messages, generate clarity and produce accurate responses. Ultimately, they bring greater speed and efficiency to even the most routine messages you exchange each day—and that's what e-mail is all about.

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E-Mail: What's In and What's Out

In just a few short years, electronic mail (or "e-mail" for short) has become part and parcel of business life. While the rules of e-mail diction and composition are still evolving, a number of style and format principles are increasingly observed among e-mail users. Understand what's "in" and what's "out," and you'll be well on your way to making the most of this important communications medium.

Here's a list of what's "in" and what's "out."

What's In

◆ ***Specificity.*** Use e-mail to communicate on highly specific topics. Avoid rambling messages on multiple issues; these can confuse and irritate recipients who must scroll through page after page of rambling discourse.

◆ ***Subject Clarity.*** Use the subject line at the beginning of your message to identify its purpose. If the space is insufficient, include a longer header at the beginning of your text. Most e-mail recipients know what it's like to receive brief messages ("It sounds good to me" or "OK on this end") without a clue about their meaning. Use the subject line to prevent these irritating mysteries.

◆ ***Identification.*** Always identify yourself. While your name may well appear in the header, don't assume that the recipient will pick it up. Clearly print your name at the start or end of the message. If you're corresponding electronically with a supplier or contractor, be sure to note your organization name and account number.

◆ ***Group Etiquette.*** Observe group etiquette. When messages are going back and forth among members of an entire group, send your messages to everyone in the group. Resist the temptation to correspond with individual members; it's impolite and diminishes the value of group communication.

◆ ***Brevity.*** Keep it pithy. Good e-mail messages are short and compact. Paragraphs (and there should be no more than five of these) should be only a few brief sentences each. Remember: short lines make for easier viewing on the computer screen. In a formal letter, you might say, "I trust this proposal meets with your approval." In an e-mail message you'd probably say, "Is this OK?" As in formal correspondence, clichés and metaphors are usually not a good idea.

◆ ***Concrete Vocabulary.*** Keep vocabulary very specific. When you're writing "off the cuff," you might have a tendency to use vague words or generalizations. Avoid them! Aim instead for concrete, literal terminology that leaves little room for misunderstanding.

◆ ***Active Voice.*** This dramatically increases readability. Example of passive voice: "The analysis of Project X was completed by my office yesterday." Better: "We completed the Project X analysis yesterday."

◆ ***Second Person.*** Speak directly to the recipient. This means using second person voice, marked by heavy use of the pronouns "you" and "your."

◆ ***Spelling.*** The Queen's English may not be required, but accurate spelling is. Proper spelling makes an impression on your recipient. So does poor spelling.

◆ ***Case.*** You're still responsible for punctuating the beginning of sentences and appropriate abbreviations. And remember: Don't capitalize all words in your message. That implies shouting and anger, and is considered impolite.

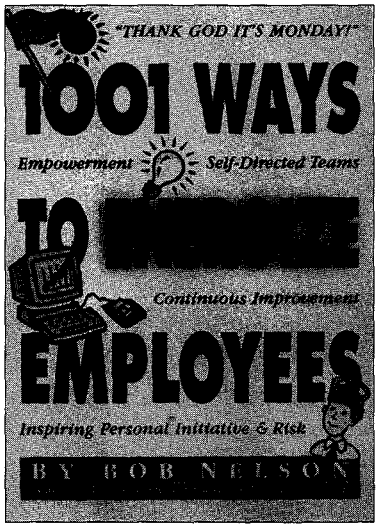
◆ ***Gender Neutral Prose.*** Alternate personal pronouns (such as "he" and "she") when refer-

(continued on page 38)

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Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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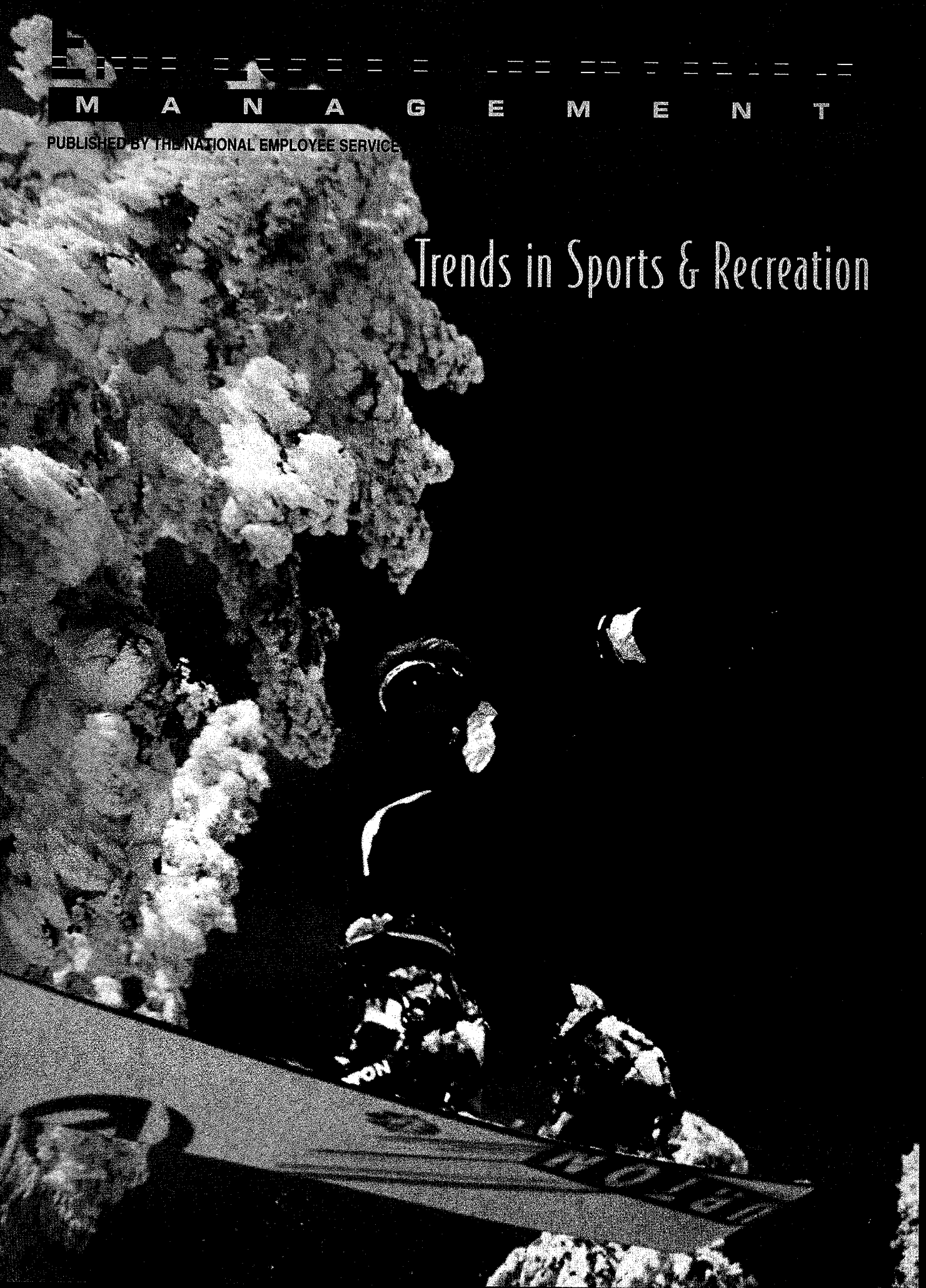
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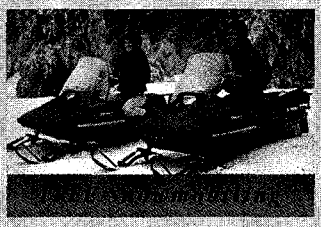
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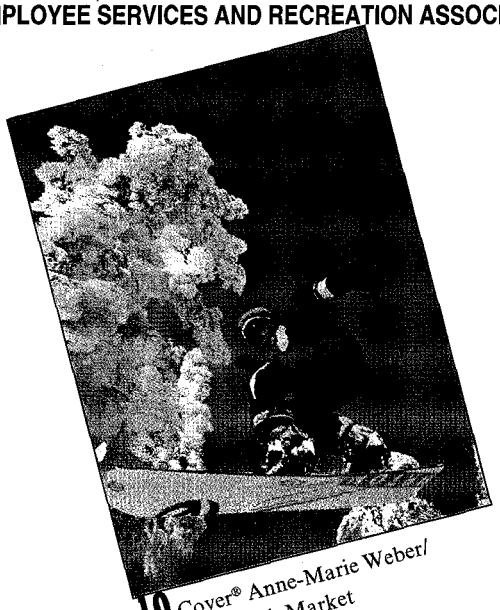
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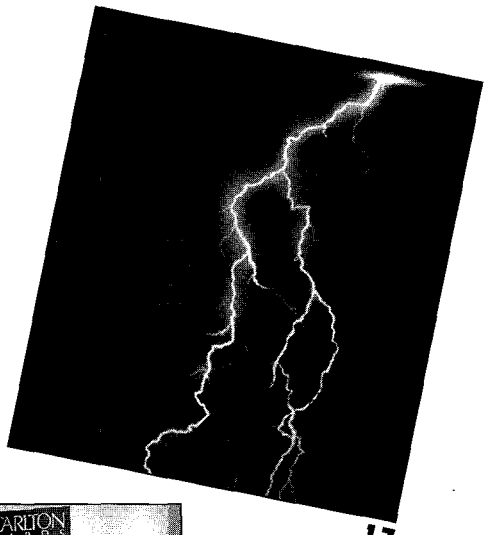
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When NESRA launched its http://www.nesra.org internet site, it launched much more. In addition to having the Buyer's Guide, NESRA's Conference Program and Membership Directory at your fingertips, you have access to deals!

Through our database we have developed listserves, lists of members' e-mail addresses, so that NESRA can e-mail members, "NESRA Announcements" about once to twice a month. The messages will contain reminders of upcoming dates, descriptions of new services and highlights of special happenings. From time to time, the service will be used to collect your opinion of an issue or request your advice on a particular situation a peer has encountered. These e-mails will help all of us become more informed about each other.

A special Sponsor Spotlight section will give members information of special promotions and discounts from the sponsors of NESRA's site, Sprint PCS, FujiColor, Selling Edge, Monumental Insurance and other sponsors. Many of these promotions will be primarily available through the NESRA Announcement listserve.

If you would like to receive NESRA Announcements, via e-mail, please complete the form to the left and fax it to NESRA Headquarters, (630) 368-1286, or e-mail us at nesrahq@aol.com or chelson@ix.netcom.com

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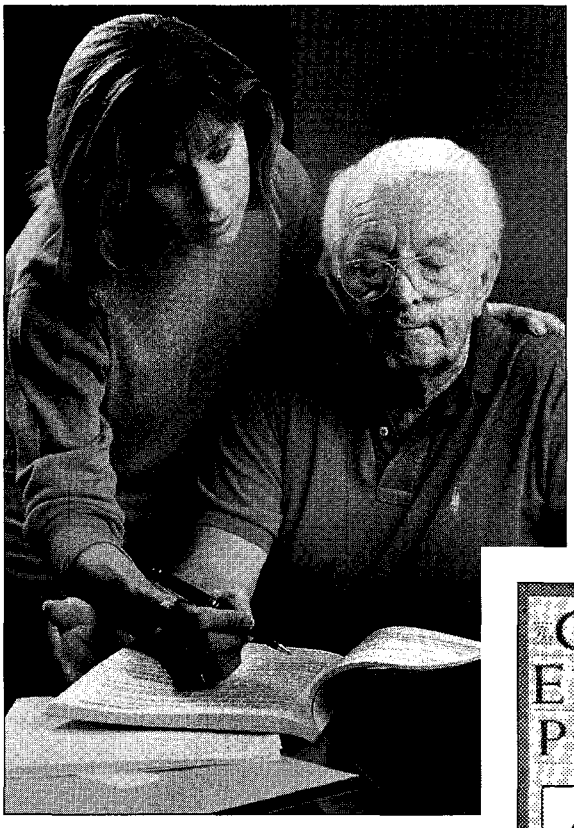
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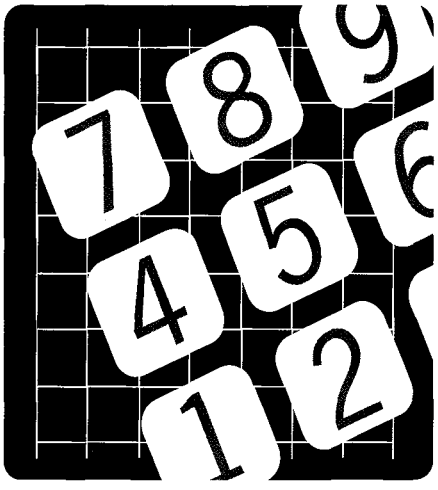
KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

"Our days are identical suitcases—all the same size—but some people can pack more into them than others.

Bits & Pieces, November 6, 1997

Automate Your Store



Computerizing your employee store will automate and refine your ordering, reporting, accounting, inventory control, staffing and customer service features. Some retail software programs seem to have an endless array of features. Not only can you improve the check-out time, but many software systems allow for gift registry, frequent shopper programs and automatic check cashing. Knowing about available features is one thing, choosing needed features is another.

Talk with peers who have automated their stores. Ask them what computer system they use, what software and what quality of service they receive from their suppliers. Ask your inventory suppliers if they know of software programs geared towards your type of store. Call the computer and software manufacturers to find out what they have to offer.

Most importantly, evaluate what you want your computer system to do. Do you need only specific customer service features? Do you need to be a part of a larger network? What works for one person won't necessarily work for you.

Tips for Computerization

✔ Evaluate how you want to categorize your inventory. You need a road map to follow during the actual data entry of your products into your system.

✔ Be specific when picking your product codes. When you see them on a computer printout you'll have to remember what they are.

✔ Allow enough time to complete the automation. Figure out how long you think it will take you and then add in some extra time. Things always seem to take longer than previously thought.

✔ Take your time making decisions. You have to live with any decision you make, so be sure you have evaluated all the options.

✔ Rely on your supplier's support. If they have a help line, use it. Talk with the company's representatives if you have questions. Most software programs have online help systems that can walk you through many common problems.

✔ Hire a computer expert. Consider hiring someone on a contract basis to help you get up and running. You can then call your

Continued on page 6

Automate

Continued from page 5

computer guru in on an "as needed" basis.

✔ Start as early in your store's history as possible. The earlier you input your inventory, the easier it will be to manage.

✔ Guide your computer. Remember the computer is a tool, it does not have intelligence of its own. Use it as a tool.

Tips for Self-Medication

Consumers can do four things to ensure the best results from over-the-counter (OTC) medicines: read the label carefully, follow all directions, use common sense, and when in doubt seek advice from a health professional.

Reading the label every time you use an over-the-counter medicine is the best way to avoid potentially dangerous drug interactions. The warnings section will normally identify special interaction concerns. There are three primary types of drug interactions:

DRUG-DRUG interactions occur when two or more medicines—prescription and/or nonprescription—react with each other, causing unwanted side effects. Example: Mixing sedatives and antihistamines can slow reactions and make operating machinery dangerous.

DRUG-FOOD/BEVERAGE interactions result from medicines reacting with foods and beverages. Example: Mixing alcohol with certain drugs may cause drowsiness and slow reactions.

DRUG-CONDITION interactions can occur when an existing medical condition makes some medicines potentially harmful. Example: People with diabetes or asthma can suffer unwanted reactions if they use some nasal decongestants.

Remember to tell your doctor, pharmacist or other health care professional about all the medicines you take. They can help you avoid potential interactions.

A report, entitled Well Informed: A Report to Management on Self-Care with Nonprescription Medicines, *is being issued by the Wellness Councils of America (WELCOA) with an educational grant from the Nonprescription Drug Manufacturers Association (NDMA). For more information, contact WELCOA, 7101 Newport Ave., Suite 311, Omaha, NE 68152.*

DID YOU KNOW?

- **Take Our Daughters to Work® Day is always held the fourth Thursday in April (this year it will be held April 23, 1998). Millions of girls, ages nine to 15, parents, guardians and teachers will be participating in this annual event.**

(Source: Ms. Foundation for Women)

- **More than half of all American adults do not have an adequate will. Plan to have a financial and legal seminar for all your employees.**

(Source: Midwest Legal Services®, Inc.)

"I don't want people to think of fitness as a regiment. I want them to think of it as an activity."

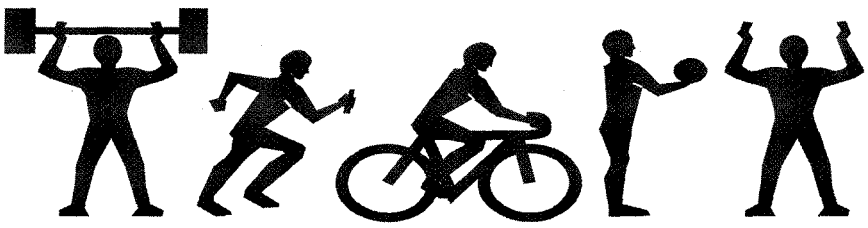
David Dale, CESRA, human resources manager-recreation/fitness, Ashland Inc., and chair of NESRA's Fitness/Health Committee

Exercisers' Good Thoughts

When you haul yourself out of bed to jog around the park, do you curse the dark mornings and think about your aches and pains? Or, do you slip into the sunrise and feel good about cranking your body into gear? Although researchers know that half of all folks who take up exercise quit during the first six months, they have failed to ask how people's thoughts and feelings during workouts affect their decision to drop out.

Wanting to look at how people interpret the exercise experience itself, postdoctoral research fellow Joanne Kraenzle Schneider, Ph.D., R.N., questioned 364 women over 55 after they finished exercising. She found that those who believed in the health benefits of working out tended to exercise more often, more intensely or for longer periods than those with negative beliefs. Those who concentrated on their bodily movements reported exercising less often, less intensely, or for shorter periods of time than those who didn't. "It appears that if you can interpret your experience positively, you will want to exercise more," Schneider says.

(Source: Washington University in St. Louis, St. Louis, MO)



- **With 45.6 million players (age six and older) in 1996, basketball continues to be America's favorite team sport, and one of the most popular sports activities of any kind.**

(Source: American Basketball Council and Sporting Goods Manufacturers Association)

- **May 20, 1998 is National Employee Health and Fitness Day. This day highlights the importance of a healthy workplace and aims to promote year-round health and fitness programs.**

(Source: 1998 Calendar of Health Observances and Recognition Days, American Hospital Association)

Are You At Risk?

When you think of workplace violence do you just think about the Post Office shootings or some other disgruntled employee doing harm at the workplace? Studies conducted by social scientists show these findings:

Highly destructive criminal acts, such as the planting of logic bombs, are more widespread than most people think.

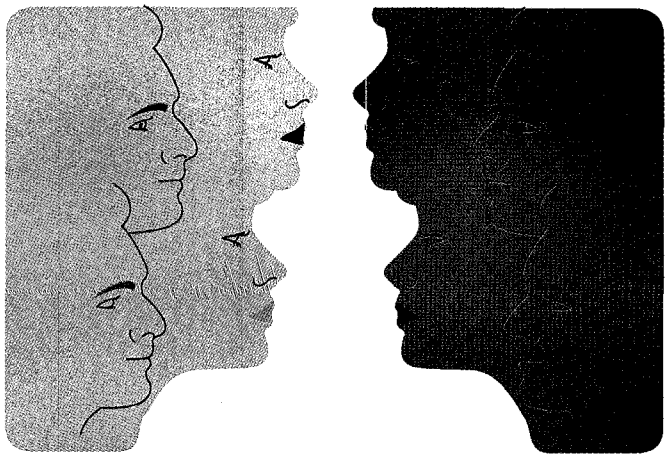
Less dramatic forms of sabotage that are not criminal, like undermining a colleague during a meeting, are so pervasive they are everyday occurrences. Although a single act of this type is insignificant, researchers contend that in the aggregate this behavior can limit productivity. Good human resource practices are necessary to counter either type of sabotage.

The information age has given potential saboteurs the instruments to do harm in any organization. To reduce the likelihood of sabotage, human resource professionals need to improve the quality of work life and promote the fair treatment of all employees. This can be accomplished through job enrichment, work teams, career-enhancement programs and other similar measures.

Secondly, employers need to use measures to screen out saboteurs and detect their plans before they can do the damage. A good screening method is a thorough background check aimed at detecting previous aggressive outbursts.

Since no screening is perfect, companies also need to develop practices that will identify potential situations for sabotage and at the very least limit damage.
(Source: by Eric Raimy, Human Resource Executive, July 1997)

Using Space and Time



by Tony Alessandra, Ph.D.

On the second day of a two-day seminar, you find someone sitting where you sat the day before. You know you have no claim on that chair. What's more, who the heck cares where anyone sits? Still, you feel a slight pang of pain that someone's in "your" seat!

How we use our space and time sends out important signals. One of the traits setting charismatic people apart is how they more skillfully communicate such messages and understand the signals others send. Thus, they create the greatest advantage for themselves while giving the most comfort to others.

To help you make the most of personal space, let's look at three elements:

1. Territory. When you're conscious of how others define their territory, you give them a sense of control. Violating their boundaries will cause anger, while respecting them may gain you points.

2. Environment. Space is a limited resource, and people with more of it are presumed to be more important. Thus, the higher a person climbs in any organization, the larger his or her office is. What does this mean for you? If you've got the bigger office, that can be a plus in an adversial situation, like, say, a negotiation. But if you're trying to promote trust with a colleague, you might want to meet in his or her smaller office, or perhaps arrange your office furniture in a way to suggest a more intimate space.

3. The four zones of interpersonal space. Research has revealed that adult Americans have four basic zones of interaction:

Intimate zone (up to 2 feet). This is touching range, such as when you are reading a report over someone's shoulder.

Personal zone (2-4 feet). This is for discussions intended to be private, such as sharing a confidence.

Social zone (4-12 feet). This is when you don't mind others overhearing, say, a sales presentation or a very brief, casual exchange.

Public zone (more than 12 feet). This can establish formality and control, such as when speaking before a group.

Like space, time is a resource. Whom you give time to, how much you give, and when you give it are important messages. Treat other people's time as if it is as precious as yours, and you'll increase your charisma. Waste their time—especially if they're time-conscious individuals—and you'll squander their respect.

Dr. Tony Alessandra is the author of Charisma: Seven Keys to Developing the Magnetism that Leads to Success©, *Warner Books. He can be reached at (800) 769-0396, (619) 459-0197, DrTonyA@alessandra.com, or www.alessandra.com.*

Get Your Name Out There

Many organizations have a problem maintaining an identity over a far-flung array of loosely related divisions or subsidiaries. A company can have divisions scattered throughout the country and each might have a different logo. These logos are probably used on their websites. But if they don't indicate that they are related to the parent company, many web users won't realize that they are.

Make sure all your different departments and affiliates use your company's logo on website materials. Also remember to use the logo on all printed materials.

(Source: Web Content Report, December 1997)

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Editor/Production: Karen G. Beagley

Increasing Job Security During a Period of Downsizing

The restructuring of many of the nation's top corporations has precipitated a constant struggle between workers seeking job security and those aggressively pursuing career enhancement. Downsizing, thought by some to be the plague of corporate America in the 1990s, is viewed by others as the savior of American competitiveness in a global economy.

For the employee seeking advancement, as well as those who perceive impending doom, there are time-tested methods for enhancing their value to an organization and warding off unemployment during restructurings. In fact, according to Filomena Warihay, Ph.D., president of Take Charge Consultants, a management consulting firm based in Downingtown, PA, there are actions that can help people thrive, not just survive, in a changing and turbulent environment.

"Employees have more control over their futures than they believe," says Warihay. "There are certain characteristics that management values during the best and worst of times. Those who thrive during times of change need to demonstrate positive values and accurately assess the efforts they can put forth that will contribute to the organization and their own success."

In all, Warihay recommends five steps employees can take to increase their value to an organization.

1. Immediately sign up for the team.

Even the most ruthless downsizers value individuals who come forward to offer help during difficult times. Employees should meet with managers on a regular basis to define job descriptions, understand the new guidelines for evaluating job performance, and to pinpoint the specific efforts that will accomplish mutually-rewarding goals and objectives.

2. Play the way the game is played.

A surefire method for impressing management is to identify ways for improving work processes. Look for ways to streamline work, reduce second effort, and to eliminate non-value-added work and duplicated efforts. Be an investigator, uncover ways to improve the quality of the end product while reducing overall costs.

3. Stay mentally and physically fit.

Corporate change can drain mental and physical resources. To combat this, exercise both the mind and body. Regular aerobic exercise has been scientifically proven to reduce the adverse effects of stress. However, if 25 minutes of exercise is not possible several days a week, find time to take a brisk walk at lunch or set aside 10 minutes of quiet time each day.

4. Focus on learning.

Be a lifetime learner. Develop a better understanding of the industry you work in, and the trends impacting it. Also, work with management to develop new skills while learning about lateral assignments or transfers that will provide exposure to company "hot spots."

5. Never confuse employment with a life-long contract.

Individuals who flourish during times of change view themselves as independent contractors who provide needed skills at a given time. Assume personal responsibility for growth and advancement, while working towards corporate goals as if they are your own. In addition, stay aware of opportunities that exist both within and outside of the firm. Work hard, but never count on lifetime employment. Instead, focus on bringing life to the job and staying employable.

There are certain characteristics that management values during the best and worst of times.

Headquartered in Downingtown, PA, Take Charge Consultants, Inc., is a management training and consulting firm dedicated to designing and delivering high-performance solutions for organizational leaders who want to initiate change. Take Charge Consultants, Inc. can be reached at (800) 282-7209, e-mail: TCC@takechargeinc.com or on the Internet, at http://www.takechargeinc.com/TCC.



Photo by Anne-Marie Weber/The Stock Market

Trends in Sports & Recreation

As you plan activities for employees you need to respond to their interests. Many of you perform surveys to assess interests and some of you experiment with different activities, based on employees' requests. NESRA presents this compilation of national trends in sports and recreation research findings in hopes that it may spark ideas for new programs, new approaches to promoting programs and foresight of what activities may become more popular with new or younger employees. See how your employees fit in to these national trends.

First, we present tables and information from the National Sporting Goods Manufacturing Association that identify which activities are popular, which are on the decline and which products' sales are increasing. Then we highlight the Outdoor Recreation in America 1997 Findings presented by the Recreation Roundtable, which identify how much people recreate and their attitudes toward recreation.

"What's Hot and What's Not–In Sports"

The two predominant sports categories in the U.S. are extreme sports and fitness equipment. The results of a recent sports participation study by the Sporting Goods Manufacturers Association (SGMA) reveal which activities are "king of the hill" and which ones are declining.

Rank	Sports on the Rise (U.S. Population–Age 6 and above; participated at least once in 1996)	Percent Growth In Participation (1987–1996)
1	Stair-climbing Machines	843.5
2	In-line Skating	798.4*
3	Treadmills	647.4
4	Mountain Biking	552.3
5	Snowboarding	147.1**

Rank	Sports on the Decline (U.S. Population–Age 6 and above; participated at least once in 1996)	Percent Decline In Participation (1987–1996)
1	Fly Fishing	-45.4
2	Cross-country Skiing	-43.8
3	Rowing Machines	-39.8
4	Skateboarding	-38.0
5	Roller Skating (traditional)	-36.4*

* A seven-year change
** An eight-year change

SGMA Looks at 1998

◆ Sporting Goods

The golf products market will continue to grow at a greater rate than the sporting goods industry norm. A continual flow of technically-advanced golf clubs and new golf ball designs will stimulate market sales. Sales growth will continue to outpace golf participation growth. The long expected "golf boom"—based on favorable demographics, viewership ratings, the game's new stars and positive image—has yet to materialize. There is renewed optimism, however, that the newly-formed World Golf Foundation will succeed in opening up opportunities for minorities and youngsters to learn to play the game, and efforts toward increasing the number of public golf facilities will yield participation increases.

Another equipment segment growing at a greater rate than the overall sports equipment market is fitness products. The market has been stimulated by increases in participation related to fitness equipment exercise. The number of "regular" fitness activity participants in the U.S., in 1996, totaled 47.3 million, a 20 percent increase from 1987. This increase has been fueled by strong growth in participation among 45-54 and 55+ age groups and among women. The industry should continue to move ahead with the impetus coming from lifestyles favoring the practice of alternative health regimens, such as exercise programs, better promotion of exercise for better health by the medical and insurance communities, and good media coverage. The continued vitality of the health club industry and new exercise equipment designed by manufacturers to satisfy the needs of the growing participant base will also spur market growth.

Soccer will be the leading team sports market growth segment. Increases in participation among the general population, and especially among adults, bodes well for the future. The "echo boomers" are behind the growth of youth soccer.

Outdoor products, archery and water sports segments will experience moderate growth in 1998.

Top 10 Sports Remain Consistent

When it comes to their favorite sports activities, it might be said of Americans, "The more things change, the more they stay the same." For the past two years, for example, the Sporting Goods Manufacturers Association (SGMA) has found the same 10 sports activities holding the top spots on the Sports Hit Parade.

Ten Most Popular Sports in USA

(U.S. Population; 6 years and older; participated at least once in 1996)

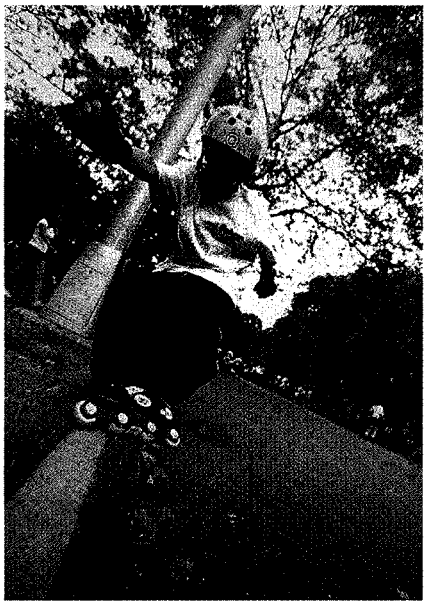
Activity	No. of participants (in thousands)
1. Bowling	52,179
2. Freshwater Fishing (other than fly fishing)	45,903
3. Basketball	44,557
4. Billiards	44,530
5. Free Weights	42,817
6. Tent Camping	38,023
7. Stationary Cycling	35,049
8. Treadmill	32,856
9. Fitness Walking	32,516
10. Running/Jogging	31,525

A backward glance at 1987 sports participation figures shows many of the same activities were held dear by U.S. citizens nine years ago, but there have been a few changes. Softball, fitness bicycling and exercise to music, once in the Top 10, dropped in participation numbers by 18.2 percent, 11.7 percent and 8.3 percent respectively over the nine-year period. Taking their places on the most-popular list are free weights (+74.7), treadmill (+647.4 percent) and fitness walking (+40.1 percent).

This information has been abstracted from an annual study conducted by American Sports Data, Inc., which tracks participation in 62 different sports or recreation-related activities.



Trotter by Cybex Model 645



© Kenneth D. Greer/
Rollerblade Inc.

◆ **Strong Economy**

Another positive sign for 1998 is that business conditions in the U.S. are even more favorable than in 1997. The labor force keeps growing, but wage rate increases haven't materialized. Unemployment is below 5 percent and consumers' disposable income is rising moderately. Consumer installment debt levels have improved, interest rates are stable and the U.S. dollar is strong. Somewhat mitigating factors include a retrenchment by consumers on expenditures, especially for soft goods; more income is being funneled into investments; limited leisure time; competition from sedentary activities, such as TV, videos, Internet, etc.; as well as the ever present "couch potato" syndrome.

The SGMA survey of manufacturers found some changes from last year's survey regarding the "hottest" sports. Based on an image and expected growth in participation, soccer moved up to rank first, from second in 1997, and in-line skating dropped to fourth from first in 1997. Golf moved up to second place from fourth place and basketball retained its third rank position. Roller hockey was ranked fifth vs. fourth last year. Softball, previously unranked in 1997, was rated as the sixth "hottest" sport in 1998.

Outdoor Recreation in America 1997: Findings

RQI represents an average of scores for opportunity, participation and satisfaction with outdoor activity in general.

In an effort to measure recreation motivation and satisfaction levels, as well as participation patterns, the Recreation Roundtable and a consortium of federal agencies led by the Bureau of Land Management commissioned Roper Starch Worldwide to perform in-person interviews with 2,000 American adults focusing on recreation practices and attitudes.

The Recreation Quality Index, (RQI) was developed in 1994 (RQI base = 100) as a means to measure the current and future vitality of recreation in America. It is a composite measure that reflects actual and expected participation, satisfaction levels with recent recreation experiences and perceptions of the opportunities that exist for local recreation and recreation destinations.

The Recreation Quality Index (RQI) registered a decline from 109 in 1996 to 104 in 1997.

Key Findings:

◆ **The RQI was virtually unchanged for males overall, while it dropped sharply for all females** (down 8 points) and especially for females aged 18-49 (down 11 points) and employed females (down 12 points). One likely reason for this decline is the employment opportunities now enjoyed by American women during a period of very low unemployment. Other data suggests that overtime and second-jobs are both up for women—perhaps crowding out leisure hours and recreation participation.

◆ **Males aged 18-49 also reported a drop (down 5 points) and singles (both genders) under the age of 45 dropped by 13 points.**

◆ **The RQI for African Americans declined sharply, too,** decreasing 13 points, increasing the already sizable gap between this group and the American public overall.

◆ **The RQI was highest among frequent recreationists and among those participating in certain activities**. Skiers and kayakers/canoeists led with RQIs above 150, some 30 points above those who walked for fitness or enjoyed pleasure driving, the top two activities in participation.

◆ **RQI variances remain significant regionally.** New England has been at the bottom of the nation since our measurements began and continues to lag, but a sharp drop in the participation component for the south (down a surprising 20 points) put that region behind all others for 1997. Meanwhile, the Midwest continued its leadership in the RQI rankings, up 11 points in 1997 to 133.

◆ **The study showed that overall frequency of participation is little changed: more than half of all Americans (54 percent) participate at least monthly in at least one of the 35 outdoor recreation activities covered by the study.** Looking ahead, fewer Americans expect to increase their recreation participation next year (down 27-23 percent), a drop most pronounced among 18-44 year-olds, male and female alike. The sharpest drop of all was among employed females (down from 33-24 percent).

◆ **The research does not suggest that cost is a reason for the declines,** since satisfaction with the value received for fees paid climbed for local sites and vacation destinations alike. Americans continue to feel that they would have been willing to pay more for their most recent recreation outing—in the $11/12 range. Overall, satisfaction levels of the public are significantly higher for recreation experiences at destination areas than at close-to-home sites.

◆ **Overall, more people than a year ago reported participating in all but a handful of the 30+ activities measured by the research.** Among those reporting a substantial gain was wildlife viewing. Another wildlife activity—hunting—was one of the few activities showing a decline in participation.

◆ **The average American participated in 3.7 activities, according to the 1997 study, a climb from levels of the two preceding years.** Participants in certain recreational activities are more likely to participate in many different activities: off-road bicyclists engaged in an average of 11.6 activities, followed by wilderness campers (11.3), canoeists/kayakers (10.8) and skiers (10.5).

1997 RQI Varies by Type of Activity

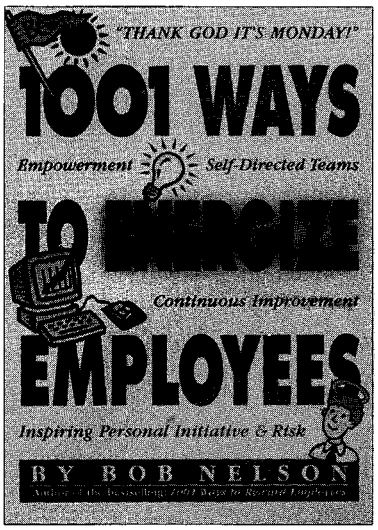
	RQI Components				
	Overall RQI	Opportunity score	Participation score	Satisfaction score	Overall 1996 RQI
Downhill skiing	152	139	159	158	157
Canoeing/kayaking	151	138	168	146	159
R.V. camping	144	140	137	155	157
Wilderness camping	142	123	169	134	157
Hiking	139	126	152	141	157
Golf	139	133	137	146	141
Campground campers	138	126	158	132	158
Wildlife viewing	138	129	139	147	151
Bicycling (off-road/ mountain biking)	138	119	164	130	163
Bicycling (on road)	136	128	141	138	149
Bird watching	136	132	126	148	129
Horseback riding	132	113	149	136	162
Swimming	131	124	135	134	143
Fishing	129	122	131	134	137
Motorboating	128	118	139	129	152
Hunting	128	114	143	126	143
Off-road vehicles	124	108	141	122	143
Pleasure driving	122	117	124	126	130
Walking	120	115	115	129	127

The 1997 research was commissioned by the Recreation Roundtable, comprised of 20 of the recreation industry's leading CEOs. The 1997 research was unique because it enjoyed the financial and technical support of five federal agencies: the Bureau of Land Management, the Forest Service, the Tennessee Valley Authority, the U.S. Army Corps of Engineers and the Federal Highway Administration. Further cooperative research by this public/private consortium is anticipated.

New from NESRA!

1,001 Ways to Energize Employees

by Bob Nelson



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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, ***1001 Ways to Energize Employees*** is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm. Energizing is empowerment—Dillard's Department Store managers are encouraged to override the corporate model and think outside the system. Energizing is listening—AT&T Universal Card Services employee suggestion system yields 1,200 ideas a month and millions of dollars in savings. Energizing is encouraging risk-taking—Hershey Foods gives out The Exalted Order of the Extended Neck Award. Energizing is Starbuck's making employees partners; Saturn creating teams that function as independent small businesses; Springfield Remanufacturing's opening its books to all employees.

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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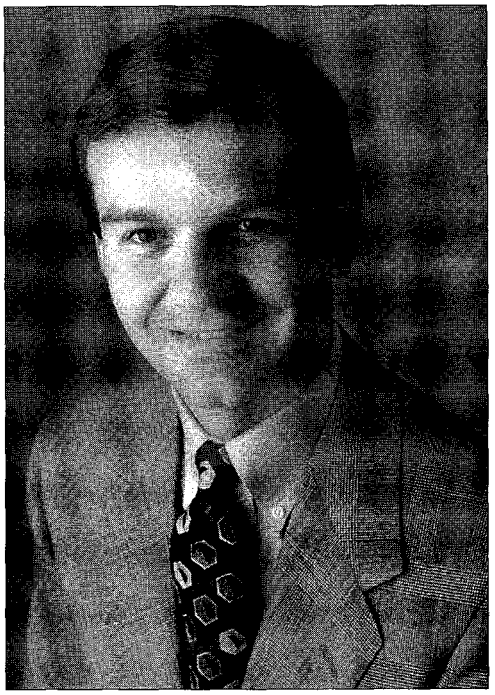
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Frit -Lay President Brock Leach Speaks Out n the Value of Employees' Association



"Whether it's working out in the fitness center, entering the family in a fishing derby, developing new skills through activities such as Toastmasters, or reducing anxiety through a Money Management seminar, the Employees' Association is one very convenient way to keep the batteries recharged."

In my experience at Frito-Lay there is one thing, above all others, that distinguishes our most successful work. It's invariably led by some one talented person, passionate and energized about what he or she is doing, whose enthusiasm is infectious and engages all the other talented people around them in a way that makes the whole effort better. I see those kind of people everywhere I look in our company. It's our hallmark, and truly the foundation of our greatness. The trick is, however, to create an environment in which those great people are able to perform every day at peak energy levels and with the full benefit of each other's talents.

That's where the Frito-Lay Employees' Association comes in. Passion, energy and enthusiasm are easier to come by when life is enriched and carefully proportioned to what's important—when physical and mental health are sound, family and work life are in balance, and there's plenty of opportunity for personal reflection and perspective gathering. Whether it's working out in the fitness center, entering the family in a fishing derby, developing new skills through activities such as Toastmasters, or reducing anxiety through a Money Management seminar, the Employees' Association is one very convenient way to keep the batteries recharged. And when it comes to working together to do great things, it takes all the friendship, respect, and sense of community we can muster. It might be a volleyball team or a community service project, but the Employees' Association offers many opportunities to build the strong relationships and community spirit that will spill over into our work lives.

All of which is a long way of saying that I encourage you to make time for what's important in your life, whether it's by taking advantage of the Employees' Association or other activities outside of work that are important to you. It's an investment of time that will pay back to you personally, both at home and at work, and will ultimately make our company even stronger.

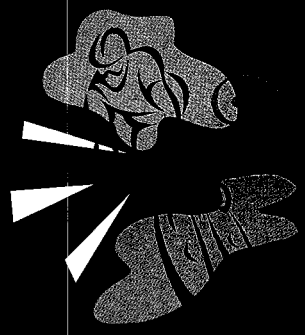
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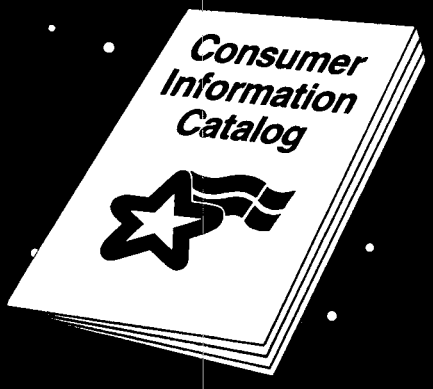


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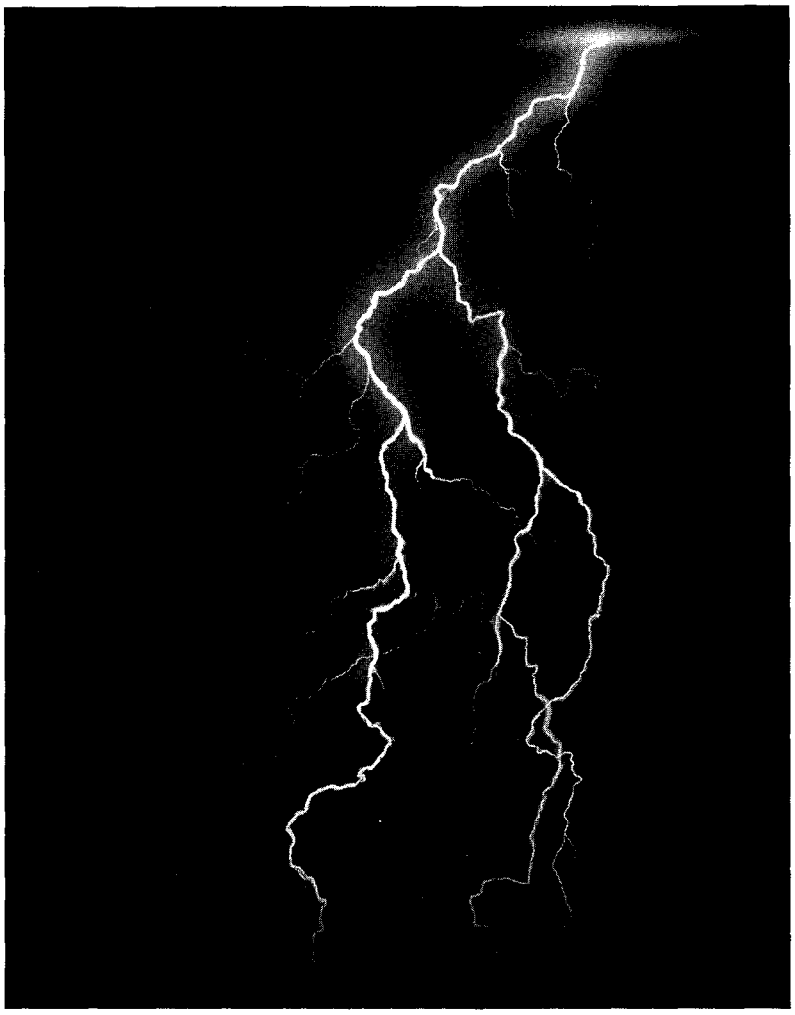
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Reducing Liability In the Event f *Lightning*



In the past 50 years, lightning has been the leading cause of weather-related deaths in the U.S., yet people continue to recreate in dangerous circumstances. Although weather conditions that facilitate lightning can be predicted, and there is usually time to warn others, lightning has caused over 12,000 injuries or deaths since 1959 (E. Curran & Ronald Holle, 1996). With all the technology available to us today, why are so many people still dying in lightning storms? Employee services providers oversee a variety of athletic events, many of which occur outdoors during conditions that favor lightning. Can employee services managers be held liable if lightning strikes and injures one of the participants during an organized event? The purpose of this article is to enlighten employee services providers to the dangers of lightning, and inform you of basic liability principles affecting recreation practitioners during lightning storms.

The "lightning season" is typically late spring through early autumn. Lightning occurs most often in the southeastern U.S., and usually strikes between mid-afternoon and early evening (MaryAnn Cooper, 1984). Combining the seasonal propensities for lightning, the time of day it occurs, and the tendency for striking open fields; lightning can be a dangerous threat for recreational participants. It is crucial for employee services providers to understand lightning and its potential danger as well as have a game plan for action in the event of a lightning storm.

By Katie Walsh, Ph.D. & Jon McChesney, Ph.D.

Negligence

Liability occurs when a person or organization is negligent. Negligence is the failure of a person to perform one's duty up to the standard expected of a reasonably prudent person in the same or similar circumstances that results in harm (Henry Black, 1990). A prudent person is one who is wise, judicious, careful and cautious. There are four separate components of negligence and all four must be met for a court to find a party guilty. The areas

When participating in athletic events, there is a tendency to believe participants have assumed the risk of being injured and therefore cannot claim negligence.

are: (1) Duty, recognized by law requiring a person to conform to a specific standard; (2) Breach of Duty, a failure of a person to uphold a standard; (3) Proximate Cause, a connection between the conduct (or lack of conduct) and the injury; and (4) Damages, including injury or death. In lightning injury, recreation participants can claim negligence if they can prove the defendant had a duty to protect them, failed to do so, and harm resulted. It is a duty for employee services providers to act as a prudent person would in similar circumstances.

When participating in athletic events, there is a tendency to believe participants have assumed the risk of being injured and therefore cannot claim negligence. An individual only assumes risk of which he is aware. For example, a golfer who sprains her ankle by stepping in a large hole on the green may claim negligence, because she should not have foreseen a risk to her ankle on a heavily maintained smooth surface, especially by stepping in a hole that should not be on a putting green. If the hole were in the rough, she should have foreseen the possibility of uneven ground being dangerous and been more cautious. Prudent course supervisors would warn golfers of the hole on the green and mark it if at all possible. A potential hazard must be identified and the participant warned so that negligence does not occur. Likewise, employee services practitioners have a duty to warn participants of foreseeable risks associated with forecasted storms.

Duty to Warn

If a hazard is recognized, such as the aforementioned hole on the putting green, or an approaching lightning storm, a supervisor has a duty to warn clients of potential danger. If clients are not warned, and harm befalls them, negligence might be found in court. Many states claim that a golf course manager has a duty to warn players of foreseeable risks including inclement weather, and potential lightning storms. If the management fails to warn players of the risk of participating during a storm, and an injury ensues due to the lack of warning, negligence may occur. It should be a habit, even an obligation, for employee services providers with outdoor programs to routinely scan the weather channels for current weather conditions. This is especially imperative during the lightning season.

Although it may be impossible to verbally warn all participants, there are other means of getting the information out. Posted signs in the clubhouse that are large enough to be eye-catching, easy to read, and in clear language are one method of warning people. A prudent person would post warnings along the course, on the golf cart, as well as on the scorecard in areas known to have unusually high lightning strikes annually (such as Florida, New York, North Carolina and Michigan). Keep in mind that just because a particular state has a higher death or injury rate due to lightning, it does not preclude an employee services manager from acting proactively to prevent possible harm to patrons. Another method of warning can be in a written form that is acknowledged by the participant, such as an Agreement to Participate form or a waiver.

The "Flash-to-Bang" Warning Method

The National Lightning Safety Institute promotes a "Flash-to-Bang" method of measuring the distance between lightning and a person. This practice measures the interval between the time lightning is seen (flash) to hearing thunder (bang). Each five-second count represents one mile between lightning and the person counting. Although it is documented that lightning can strike from as far away as 10 miles, the Institute urges people to take immediate defensive action at a count of no less than 15 seconds (3 miles). The National Severe Storms Laboratory in Norman, OK has more cautious standards. It recommends seeking shelter at a count of 30 seconds, which is about 6 miles (Raul Lopez and Ronald Holle, 1998). Both organizations favor a 30-minute waiting period after the last lightning flash before returning to the field to continue play. Armed with the knowledge that a storm is less than three miles away, and understanding lightning can strike from a distance of 10 miles, a prudent person would order participants to seek safe shelter immediately.

Warning Signal

A clear and rehearsed warning is vital to ensure a safe and expeditious retreat from a potentially dangerous lightning situation.

Each recreational venue should have a recognized warning signal (for example: three repeated blasts of a horn or whistle every few seconds) that indicates danger is imminent, and the field or course should be cleared immediately. Pre-event meetings with staff, officials, coaches and participants should provide instructions of what to do if such a warning sounds. This information should provide detailed directions on how to get off the field, a specific shelter to adjourn to, as well as basic personal safety plans if lightning is about to strike.

If there is no pre-event meeting, the information could be disseminated in the sign-up packet distributed to all participants, which includes an Agreement to Participate form and/or a waiver. If this is the case, the packet should outline the dangers of lightning, define a safe shelter, name the locations of such shelters, describe the warning signal, and tell the participant how long to wait in the shelter prior to returning outdoors. A statement that the participant signs off on should state that she read and understands the lightning policy. This record should be maintained in the office. In events governed by referees (soccer) or umpires (softball), the onus is on the officials to warn players, and to curtail activity when dangerous weather is threatening. It is, however, ultimately the responsibility of the governing body (the organization) to provide current information to officials so all venues will have the same opportunities for safety. This can occur in preseason organizational sessions.

Safe Shelter

A safe shelter is defined as a building that people occupy (such as an office building, classroom, gymnasium, clubhouse, etc.). Cars with a convertible or removable top, and golf carts are not safe protection from lightning. If caught out in the open, away from any buildings or cars, a person can take shelter in a grouping of similar-size (height) trees or bushes. Retreating to a lone tall tree is not safe, since single tall objects have an affinity for lightning. If a person feels the hair on his body raise or tingle, a lightning strike is imminent, and he should immediately crouch on the balls of his feet and make himself as small as possible. The forewarning of hair raising indicates that lightning is about to strike, and it is too late to seek safety in a shelter. Prudent employee

Table 1

Strategies to Reduce Liability in the Event of Lightning

1. Prepare Your Staff
- Give them knowledge of an Emergency Action Plan
- Require they be certified in CPR and First Aid
- Have a written and enforced lightning safety policy
- Require them to utilize updated weather information
- Tell participants of the warnings and plans

2. Provide Safe Shelter
- Be sure it meets the qualifications of shelter
- Provide them at convenient locations
- Make them easily accessible

3. Warn all Participants
- Use written reports
- Post warnings—on large signs
- Tell participants of the warning
- Educate participants of what warning signs indicate

Table 2

Classifications of Shelters in Lightning Storms

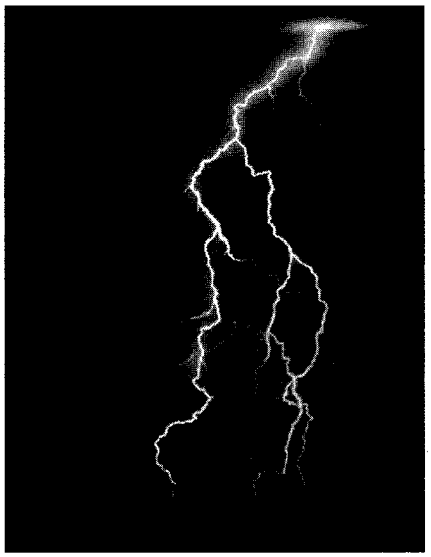
Safe Shelters

Buildings which people occupy
- Office building
- Clubhouse
- Classroom
- Gymnasium

Emergency Shelters

(if safe shelter is not available)
- Enclosed car with metal roof
- Dense cluster of similar height trees/bushes
- Depressed areas

"Shelters" that are not safe
- Convertible car
- Golf cart
- Storage shed
- Picnic shelter
- Portable toilet
- Single tall object (i.e. a tree)
- Umbrella
- Open fields
- Bodies of water
- Hills



Foreseeable risks that can lead to negligence occur when a storm is forecasted, yet no warning was provided to those in potential danger.

services providers in areas where lightning strikes often should provide safe shelters that are easily accessible to participants.

Areas that are clearly unsafe are open fields, bodies of water (even puddles), hilltops, near overhead wires, and as mentioned earlier, single tall objects (trees usually). It is wise to avoid these areas/structures at all times if caught in a lightning storm. It is wise to pay heed to the flash-to-bang method of determining how far one is from lightning, so that there will be time to safely find shelter.

Management of Victims

Even with prior warning, lightning can strike quickly and cause injury. Employees need to know how to manage lightning victims. Since lightning has been known to affect many people with one strike, it is crucial that more than one support staff knows proper treatment for lightning victims. It is important to note that while lightning victims do not carry a charge as an electrical injury victim would if still connected to a power source, the rescuer is still in danger of being hit by lightning if the storm is still in the area. People attempting to rescue a lightning victim should proceed with caution so they do not become victims as well. Certifications in Cardiopulmonary Resuscitation (CPR) and First Aid are excellent methods of preparing for casualities. It is highly recommended that all event supervisors, officials and coaches acquire such certifications.

Employee services providers should devise a working Emergency Action Plan (EAP) for each venue under their charge. Knowledge of locations of telephones or radios and how to use them to call for assistance is one aspect of the plan. Other areas covered under the EAP would entail training employees on how to activate Emergency Medical Service (EMS), and how to get paramedics through gates or service roads to the victim(s). Keys to gates that block access to victims should be maintained in a central area, and all employees should have availability to them. All new employees should undergo educational training regarding not only the EAP, but safety policies, activation of Emergency Medical Service, and ability to get an ambulance to all areas of play. This training should be documented and held in the employees' files. Updated information should be disseminated through employee newsletters, posters and meetings.

Conclusion

Ignoring the signs of an impending lightning storm can lead to serious injury or death of an individual. It is the duty of an employee services provider to be knowledgeable of upcoming storms, and to warn participants of potential danger. With the amount of up-to-the-minute information available through the internet and satellites, current weather status is easily obtainable. Foreseeable risks that can lead to negligence occur when a storm is forecasted, yet no warning is provided to those in potential danger. The proactive methods of verbal, written and posted signs are critical in the defense of liability. Although many companies offer lightning detector devices, national organizations that study lightning promote the simple "Flash-to-Bang" method of determining

Dr. Jon McChesney is assistant professor for Recreation and Leisure Studies at East Carolina University, Greenville, NC. Dr. Katie Walsh is director of sports medicine at East Carolina University, Greenville, NC.

the distance to a storm. Neither of these methods will instruct a person when to leave an area; all they do is estimate how far a lightning bolt is from where you are. Getting a lightning detector does not in itself render an organization liability free, since there needs to be a policy in place that clearly states when a warning is to be sounded. Utilizing a method to determine distance from the storm, such as a detector or Flash-to-Bang, in conjunction with current weather channel data will provide management with information to cancel or postpone an activity.

A prudent organization will establish and enforce a written lightning safety policy that clearly delineates who is in charge, when to leave an area, and where to seek shelter. Such a policy is necessary to protect participants, spectators and staff when threatened by the danger of lightning. Educated and trained employees are the first line of defense. When all staff members receive the same training regarding safety issues, it strengthens and reinforces the safe recreation commitment to all participants. Having an Emergency Action Plan for each venue in place that all employees are familiar with, further strengthens the dedication of management to the participants. Warnings to all participants should be in a manner consistent with their level of understanding and reinforced during the lightning season.

Courts have heard cases regarding golf courses accused of negligence for failing to use various weather reporting services to keep abreast of incoming storms, for failing to provide adequate shelters at convenient spots throughout the course, for failing to have an evacuation plan, and for failing to adequately warn golfers of the hazards of lightning (*Hames v. State of Tennessee*, 1991). By following the principles outlined in this article, an employee services manager can lessen the likelihood of liability in situations caused by lightning.

Lightning is no longer considered an "Act of God" because today weather data is available. If a storm can be predicted, participants have a right to be warned of possible danger. Employee services providers not only have a legal responsibility, but the power to provide a safe recreational environment for their participants. Do not let a forecasted thunderstorm catch you completely off guard. Take a stand; have a working and operational strategy for lowering the risk of lightning trauma in place and let the thunder roll.

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A Commitment to Professional Development

by John Felak, chair, NESRA Strategic Planning Charge

Just what is **NESRA Select** and why is it so important to you? As an Employee Services provider, NESRA Select is very important to you and our field if you are serious about your job and profession. NESRA Select is a commitment to Employee Services.

The value of a NESRA membership is different to each member company. The NESRA Select category is for the member company and the member who are looking for more in their membership. For many, the benefits you now receive are well worth the money and they will continue to be provided. The NESRA Select membership will be an additional benefit for a more committed and involved employee services provider.

In August, 1996, the NESRA Strategic Long Range Planning Charge recommended to the NESRA Board of Directors a need to enhance the Employee Services profession. In October of the same year, a task force was formed to meet and make a recommendation on how to enhance the profession of Employee Services. The result of this committee work is what follows:

We determined that some members are ready to seek more knowledge, to "raise the bar" in key benchmarking areas and are willing to work to achieve it. We created this new category, which first requires NESRA membership; second, an additional commitment of $300 and third, the completion of a detailed membership application. We have named this category NESRA Select, referencing your opportunity to select a higher level of knowledge, thereby enhancing the field of Employee Services. Once defined, these member companies will contribute data to benchmark against other NESRA Select members in the

I believe this membership category and the services it provides can influence my output on the job. It will better prepare me for the responsibilities I am preparing for, but may not have currently.

For example, in the last two years I have acquired the responsibility for exhibiting at the company safety conference, started a shooting range, opened two new employee stores, produced the company newspaper for 13,000 people and made a presentation to management to develop a national employee services program. Needless to say, I could use some help, and may be able to give some as well, in addressing these new issues. NESRA Select is the opportunity for me to address with my peers ideas, successes, failures and new methods to make my program more valuable to the company.

–John Felak, CESRA, executive director, SRS-ORA

areas of staff, facilities, programs and salary surveys. The core benefits of membership will include two books currently published by NESRA and enhanced internet access to benchmark against other programs and participate in forums with other members. NESRA Select members will have the opportunity to ask a question and receive feedback on a topic of choice, via the internet, from other NESRA Select members. A monthly broadcast fax will be provided giving advance notice of NESRA functions, current legal concerns and political or legislative action affecting Employee Services and trends of the field. It will include additional research material on presenting the value of Employee Services to management. There will also be dedicated sessions at the national conference.

Our profession and our national association are changing. It is our responsibility to prepare for the changes that will shape our programs and our individual careers. This membership category and the services it will provide can influence your output on the job. It will better prepare you for the responsibilities you are preparing for, but may not have currently.

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Disney's Coronado Springs Resort, Orlando, Florida
April 29 - May 3, 1998

Registration Form

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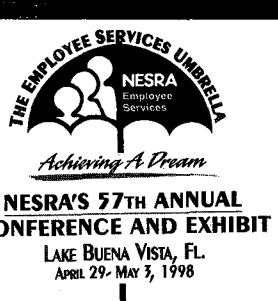
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NESRA's 57th Annual Conference & Exhibit Schedule



Wednesday, April 29, 1998

9:00 a.m.-12:30 p.m.
New! **Disney Tour-Innovation in Action**
Separate Registration Fee Required-$100

2:45-4:45 p.m.
Regional Council Mtgs.

5:00-6:00 p.m.
New Attendee Session
"Getting the Most From Your Conference Experience"

6:00-7:00 p.m
Employee Store Reception

8:00-10:00 p.m.
All Attendee Reception

Thursday, April 30, 1998

7:30-8:00 a.m.
Session Chair Meeting

8:00-9:00 a.m.
Regional Breakfasts
(Delegates Only)

9:15-10:45 a.m.
Opening Session
CARE Packages For the Workplace
—Barbara Glanz

11:00 a.m.-Noon
Certification Luncheon
(certified members only)

Lunch on your own

11:00 a.m.-12:30 p.m.
Exhibitor Orientation Session Featuring:

Coloring Outside The Lines℠ -- Jeffrey Tobe
followed by lunch

12:15-2:15 p.m.
Workshops
ES 1. Great Strategies For Great Employee Stores
NS 2. Strategy Exchange for NESRA Select Members
3. Chapter Leaders Management Camp
4. Trends in Employee Services

2:30-3:30 p.m.
Concurrent Sessions
NS 1. What You Should Know About NESRA Select
2. Racing For New Ideas II
3. Strategic Planning For Employee Associations
4. And Away We Go... travel made fun, affordable, safe and easy!
5. An Outsider's Look In

3:45-6:15 p.m.
Exhibit Hall Grand Opening

7:15 p.m.
Evening at Universal Studios Florida

NS *notes NESRA Select session*
ES *notes Employee Store Session*

Friday, May 1, 1998

7:45-8:45 a.m.
Chapter Presidents/ Administrators Breakfast

9:00-10:00 a.m.
General Session
Volunteerism
Robert Goodwin

10:15-11:15 a.m.
Concurrent Sessions
1. FUNd-raising the Disneyland Way
2. How To Market Your Chapter on the Internet
3. Writing Right, Tight and Bright
ES 4. Employee Store Roundtables
Topics: POS, Tax Issues, Merchandising, Inventory Control, Developing a Store
NS 5. Linking Employee Services To Your Strategic Work/Life Goals

11:30 a.m. -1:30 p.m.
Member Appreciation Luncheon
Awards Presentation

1:45-3:45 p.m.
Exhibit Hall Open
(dessert served)

4:00-5:00 p.m.
Concurrent Sessions
New! 1. Meet The Award Winners
2. Downsizing Today
3. Reinventing Your Employee Services Dept.
4. HTML Training
5. Showing The Impact of Your Wellness Programs

Evening at Disney

Saturday, May 2, 1998

9:00-10:00 a.m.
General Session
Reach Beyond the Challenge -- Marilynn Semonick

10:15-11:15 a.m.
Concurrent Sessions
NS 1. Employee Services 2000
2. Untapped Resources—Partnering with Community/County Recreation Depts.
3. Past, Present and Future of Corporate Fitness
ES 4. Merchandising Strategies to Maximize Sales Per Square Foot
5. Work/Family Session

11:30 a.m. - 2:00 p.m.
Exhibit Hall Grand Finale
(Deli lunch served)

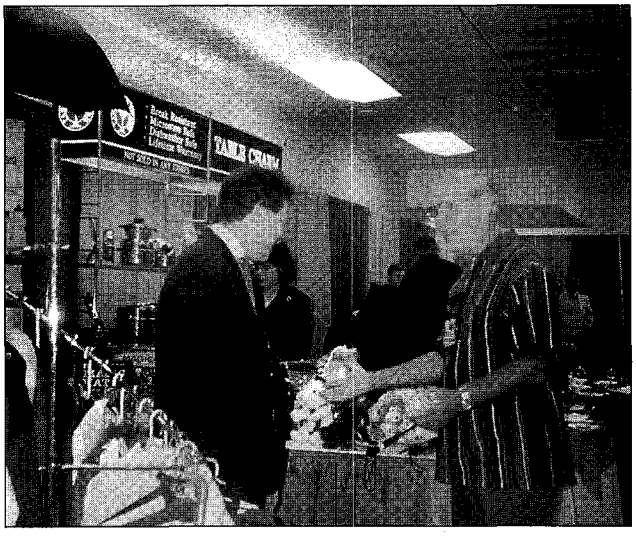
Evening at Sea World

Sunday, May 3, 1998

9:00 -10:00 a.m.
General Session
If Not You...Who? If Not Now...When?

10:00 a.m. - Noon
Closing Brunch
Sponsored by the Las Vegas Convention & Visitors Authority

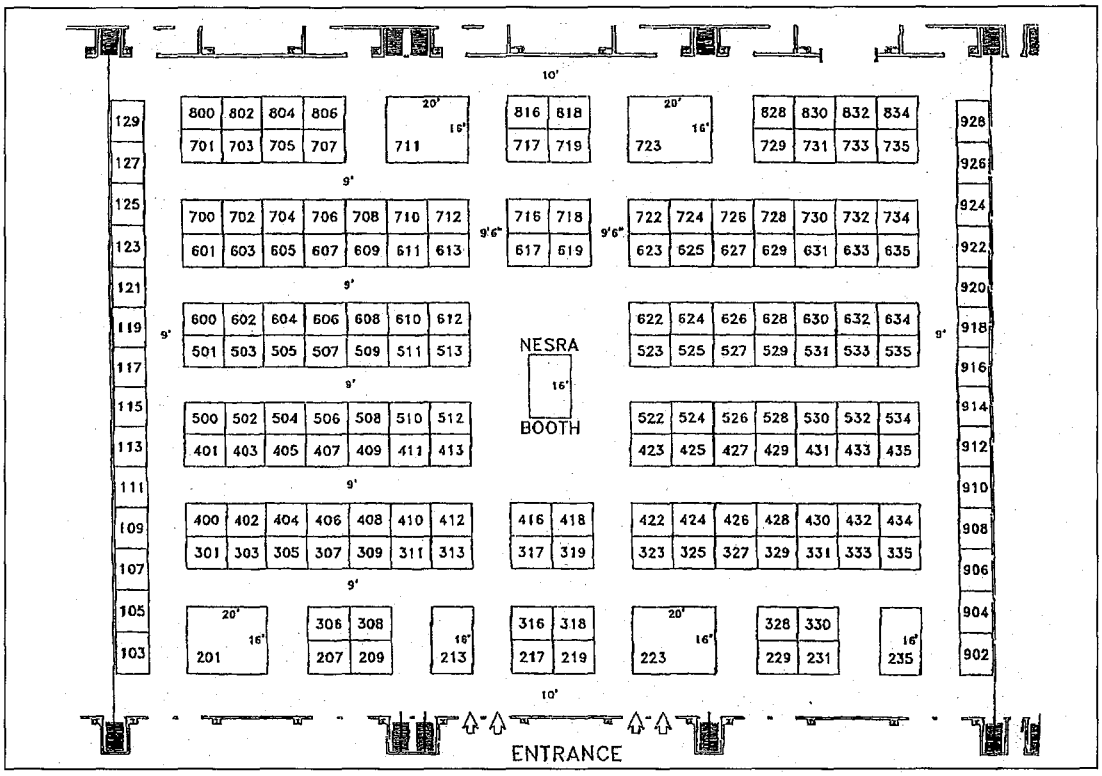
Plan to Network and Research in NESRA's Exhibit Hall



Plan on visiting with these Exhibitors!

* These are the exhibitors who registered as of presstime.

105
Tampa Hillsborough C&V Authority
105
Gulf Coast Gray Line
105
Florida International Museum
109
Greater Fort Lauderdale C & V Bureau
111
Continental Jewelry
113
Cape Canaveral Cruise Line
115
Tropical Palms Fun Suites
117
Songer Whitewater
121
Red Roof Inns, Inc.
201-A
Universal Studios Florida
201-B
Vanguard Tours & Cruises
207
Planet Hollywood International
209
Farash & Robbins, Inc.
213
Richard Petty Driving Experience
217
Direct Company (The)
219
Reading's Fun/Books Are Fun
223
Disneyland (Magic Kingdom Club)
229, 231
Jordan Worldwide
231
Alamo Rent A Car
235
Yankee Holidays
235
Livent Inc.
301
Florida Splendid China
303
Hampton Inn Maingate West
305
Inn At Maingate (The)
306
Wittnauer International
307
Wilson World Hotel Maingate
308
Sayings For You
309
Enjoy Florida Hotels
311, 313
Kissimmee-St. Cloud C & V Bureau
316
Caesars Pocono Resorts
317
Choice Hotels International
318
General Security Services Corp. (GSSC)
319
Corporate Shoe
323
Konica Quality Photo East
325
Walt Disney Theatrical Productions
327
Bulova Corporation
328
San Diego Zoo & Wild Animal Park
329
Palm Springs Aerial Tramway
330
American Family Day Corporation
331
Homestead Mortgage Company
333
Play By Play
335
Sprint PCS
400
Wet 'N Wild Orlando
401
Gulf Beaches of Tampa Bay Chamber of Commerce
402
Cypress Gardens
403
Best Western Plaza International
403
Sirata Beach Resort
404
Daytona Int'l. Speedway Daytona USA
405, 407, 409
Florida Keys & Key West TDC
406
Holiday Inn Florida Collection
408
Bradenton Area C & V Bureau
410
Visit Florida
411
Radisson Plaza Hotel Orlando
412
Anheuser-Busch Theme Parks
413
Silver Springs Attraction/ Ogden Ent.
416
Shuttle Products International
418
Laughlin Visitors Bureau
422
Las Vegas C & V Authority
423
Gamla Enterprises
426
United Artists Theatres
427
Franklin Fixtures, Inc.
428
Salons USA
429
Reservations Plus
430
Gold Coast Promotions
431
Cruise America



432
Gorant Candies
433
Grandma's Bake Shoppe
434
Carlton Cards
435
Collette Tours
502
Buena Vista Suites
503
Original Honeybaked Ham Co. of GA
504
Mears Transportation Group
505
Executive Tour & Travel Services Inc.
507
Zippo Mfg. Company
508
Orlando Convention & Visitors Bureau
509
Virginia Hospitality & Travel Assoc.
510
Lee Island Coast V & C Bureau
511
R.J. Roberts & Company
512
Summerfield Suites Hotel
513
Princess Vacations
522
Employee Printing Services
523, 525
International Diamond Center
524
Global Holidays, Inc.
526
Antigua Group (The)
527
Specialty Travel Inc.
528
Selling Edge Inc.
529
Legends In Concert
530
Global Caps Inc.
531
Amerisuites Hotels
533
Swissair
534
Euro Fashions
535
Century Products Co.
600
Toy & Gift Connection
601
Cooper Company Hotels-Fort Myers
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Hotel Reservations Network
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Right 4 You Inc., 605, 607
Swingster
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Royal Caribbean International
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French Fragrances, Inc.
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Cendant Corporation
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Monumental General Insurance
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Nordic Track
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Medieval Times Dinner & Tournament
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Samsung Opto-Electronics
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J.R. Specialties, Inc.
619
Loews Theatres Special Products
623, 625
Fujicolor Photo Service
624
D & B Wholesale Cosmetics, Inc.
626
800-Call Bob For Flowers
627
White Widow
628
Chemart Company
630
HB Group (The)
631
Rio Suite Hotel & Casino
632
Buena Park Hotel & Convention Ctr.
633
Employee Benefit Services
634
Top Brands, Inc.
635
Pure Country Inc.
707
Player's Edge Golf Schools
712
Book Company (The)
716
Financial Freedom International
717
American Book Display
718
Fisher-Price
719
Sope Creek, The International Group
722
Entertainment Publications
729
Wholesale Art Outlet

Employee Preferred



by Robert E. Kurdziel

Over the last few years, we, at Risk Management Group, have come to know quite a few NESRA members across the country as we worked together to develop the NESRA Employee Club Protection liability program for members' employee clubs. What most impressed us is the creativity and entrepreneurship displayed by employee services managers as they balance budget constraints and employee needs to provide employee services.

NESRA frequently publishes a number of member success stories describing new programs and revenue-generating methods. Many of these programs are developed to replace budget cutbacks, fund new programs or simply to provide company employees with new services.

From our industry perspective, we think the exciting changes and improvements in insurance, financial and professional services can support your efforts to provide your employee association with additional opportunities if the clout of all of NESRA members can be brought to bear.

Why? Because as a national association of employee services professionals, NESRA members represent over 10 million employees, retirees and families nationwide. This is a powerful and significant factor when collectively focused to develop high quality products that save money, are easy to select and offer and provide your association with an opportunity to generate revenue. Once again NESRA has marshaled its collective resources to support your efforts and delivers a new member benefit, *Employee Preferred.*

Employees Believe Voluntary Products Enrich Benefits Package...

- *Over 80 percent of employees surveyed see value in purchasing insurance (and other voluntary products) at work ...*
- *Employees are more likely to appreciate the availability of voluntary insurance and other products ...than many employers realize*
- *Of employers offering voluntary benefits... over 70 percent of employees responded favorably*
- *Over 65 percent of companies with voluntary benefit plans reported that very little or no additional employer administration was needed...*

Louis Harris And Associates Survey...1993
International Society of Certified Employee Benefits Specialists Survey 1997

THE NEXT GENERATION OF EMPLOYEE SERVICES
NESRA *Employee Preferred*

Some of today's most desirable and valuable employee programs are voluntary, portable insurance, financial and professional services. These new programs are highly regarded by employees when offered at the workplace and typically have high employee participation.

No longer the burdensome, complicated benefits of the past, this new NESRA *Employee Preferred* program is easily offered through

NEW Employee Preferred

A NESRA Member Program

Home & Auto

Group Auto & Homeowners Insurance

Save money and enjoy the benefits of quality auto, home, boat and personal coverage conveniently at home or at w all from some of the world's best Persc Insurance Companies.



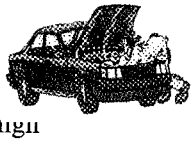
HouseCare™

Protect the working half of your home while you're at work. Protect your home and your budget from unexpected repair costs 24 hours a day, 365 days a year all with one phone call.



CarCare™

Extend the service warranty on your new or used car when the manufacture's warranty runs out, at a fraction of what a car dealer charges. Protect yourself from the high cost of auto repair at home or on the road.



Family Security

Long-Term Care/Personal Care

Private and government health insurance does not provide coverage for the at-home or nursing home costs of personal care and normal living activities. Most often these costs are paid out-of-pocket, often into thousands of dollars. Long-Term Care insurance addresses these costs.



Cancer & Critical Illness

The majority of costs associated with fighting cancer come from non-medical expenses rarely covered by medical insurance. Direct payment to you is available to address these costs including cancer screening and preventive care.



Group Life Insurance & Disability Insurance Programs

Provide your family with the full amount of financial income and security they need. Choose from many options for additional term or universal life and disability insurance that are easy to obtain and affordable.



Special Programs

Group Pre-Paid Legal Plans

Affordable, easy access to legal services for your personal and business-at-home work life with a personal legal plan. The plan includes contract document review, will preparation and updates, personal letters and calls on your behalf, unlimited toll-free consultations, motor vehicle legal services, trial defense, IRS Audit legal services and more.



Internet Banking

Now you can have direct and secure Internet access to your interest checking account and a full range of banking services right from your PC. Ask about bill payment services, money market accounts, overdraft protection, personal and business lending and brokerage services.



Business at Home

Protect your at-home business with Business at Home Insurance, small business prepaid legal protection and your small business health plan.



The Sterling Card

One inexpensive, quality source for prescription drugs, dental care, eyewear and eyecare, vitamins, chiropractic and more, now with one card at a very reasonable cost.



FOR MORE INFORMATION CONTACT
NESRA Employee Preferred Risk Management Group
Robert E. Kurdziel
(770) 649-9898
FAX (770) 645-0749

Robert E. Kurdziel is president of Risk Management Group (RMG) the NESRA Employee Preferred program administrator. RMG also developed Employee Club Protection, the NESRA member employee club liability program administered by Morris & Garritano Insurance (805) 543-6887, Gene Garritano, now insuring NESRA members' employee associations nationwide.

employee associations or, if your company prefers, through the human resources or employee benefits department. Regardless of how it is offered, the benefits to your employees and their association are still there to enjoy.

THE *Employee Preferred* DIFFERENCE
Several factors make the new NESRA *Employee Preferred* program quite unique.

Easy and Flexible to Select and Offer— Employee Preferred voluntary programs are flexible and streamlined, requiring very little if any administrative effort by you or your company. With *Employee Preferred* the services of RMG, the NESRA program administrator are at your disposal to help you:

- Select the programs to offer the employees.
- Review and select the most appropriate insurance, financial or service company for your workplace.
- Develop the implementation plan. With the selected company, RMG will oversee the implementation, monitor the progress and make changes as necessary to insure employer and employee and your satisfaction.

Only Quality—Only first class companies like Travelers, Metlife, Liberty Mutual, Hyatt Legal Services, Prepaid Legal Services, Inc., Warrantech, AIG, CIGNA, Reliastar Employee Benefits, Reliance National, Atlanta Internet Bank, The Hartford, Aflac, CNA Insurance Companies, Unum and many others are experts in voluntary employee programs. These companies recognize the value of the NESRA relationship and are dedicated to providing a superior product and service at the most competitive cost.

Employee Savings/NESRA Dividend— Dealing directly with insurance and service companies on a national scale and eliminating the high cost of individual agents, *Employee Preferred* offers your employee association and your company the opportunity to reduce the cost to employees and provide your employee association with a reliable and consistent source of income.

QUESTIONS AND ANSWERS...

Q I like several of the programs, but do we have to take all of them? Is it a fixed package or can we choose specific products?

A *Employee Preferred* is very flexible.You only select the programs your company and employee association would like to offer. Take one or several, it's your choice.

Q Benefits are typically handled by our personnel department. They would prefer to deal with this, but if they do, will our employee association still benefit from the revenue?

A Yes.This program is designed with flexibility and built-in cost savings. As a NESRA member, your employee association will benefit regardless of the manner of implementation.

Q We have a very limited staff and no knowledge of insurance or the other products. How can we offer this and not "get involved" in the sales of the various products?

A All products are sold and serviced by experienced, licensed professionals, not you or your staff. Unlike most health insurance plans that require significant administration by your company, these voluntary benefits are administered by the providing company and the RMG program administrator.

Q How do employees pay for the products and services they select?

A There are a number of payment options. Certainly payroll deduction is one and the most attractive and easiest for employees but, direct billing to their home, credit card and electronic funds transfer from their checking account are options. Each program offers a variety of choices that will surely meet employee and employer needs.

Q With all the changes these days, what happens if an employee is terminated? Do they lose the benefit?

A No. All the *Employee Preferred* programs are fully portable, employee paid and owned by the employee. They can take it with them.

All programs and products are subject to individual state and local insurance laws and regulations. Individual insurance, financial or professional service underwriting and operating requirements may apply. Review individual program guidelines with RMG prior to implementation.

Strengthening Member Ties

by Renee Mula



Networking is one of the great benefits of becoming a NESRA member. NESRA is obviously a fantastic way to meet employee services practitioners from around the world. Your membership also allows you to build relationships beyond the corporate capacity. In fact, NESRA's structure makes it possible for Organizational Members to learn a great deal from Associate Members and build a friendship and respect that brings members together.

NESRA Associate Members are the suppliers that represent the many products and services available to you. They are the members listed in our *Buyer's Guide*. As part of the NESRA Association, these suppliers have been known to work above and beyond their sales capacities to help NESRA Organizational Members reach their goals.

Striving For A Common Goal

One common opinion that Associate Members seem to have is an underlying respect and understanding for Organizational Members' requests for service. "You're dealing with professionals that are dedicated to their jobs and the outcome," says Enchanted Parties President and 10-year NESRA member, Martin Greenstein. "NESRA members are results-oriented people." This is what he likes most about helping NESRA members with their event planning projects. He believes that all NESRA members have one common purpose—to serve. Ironically, this commonalty has also become Greenstein's greatest challenge. "If you mess up one [project] you can't go back and do it again."



"NESRA members are results-oriented people.'

–Martin Greenstein
President, Enchanted Parties

One of Greenstein's proudest moments with a NESRA Organizational Member was when former member Jerry McMahon recommended to a friend that Greenstein's company plan its major carnival event. Greenstein says the carnival turned out to be a wonderful event. He could tell everyone had a great time, but it was McMahon's words, after the event, that really made Greenstein feel it was all worthwhile. "It was the way Jerry said to me—'you made me look good,'" Greenstein triumphs. "I didn't let him down. Jerry was a

friend." Because of McMahon's recommendation, his friend had confidence in Enchanted Parties. Greenstein said that McMahon's evaluation made him feel better than the success of the event. Greenstein maintains, "NESRA people trust each other to do their jobs."

Sharing Experiences

Selling Edge Vice President and 14-year NESRA member Gary Brill believes that the NESRA Annual Conference and Exhibit has become a great relationship-builder for him. "NESRA members have created more friendships and relationships due to the National Conference and doing things together in a social and business setting," Brill explains. He says the business/social atmosphere allows the NESRA members' relationships to become more personal than with other clients.



A Former President Theodore Roosevelt look-alike(left) poses with Gary Brill, president of Selling Edge during a toy collection for children in hospitals. Brill supplied the bears.

Brill recently spoke with a NESRA member, who was interested in opening an employee store, but was not sure where to start. Brill pooled his resources and gave the member information on the components needed to open an employee store. He also traveled with the member to successful employee stores in the area and showed the member the different items that Selling Edge produced for his clients' employee stores. "Now their store is extremely successful," Brill concludes.

Brill continues to assist NESRA Organizational Members beyond selling a product or service. This holiday season, he offered his resources to Organizational Member Joseph T. Avery of National Park Service Manhattan Sites for the annual Teddy Bear Campaign for New York City children that are hospitalized. According to Manhattan Sites, Brill provided and shipped the bears at what Avery described as a "phenomenal price" in order to help the Park Service meet its annual quota. The toy collection was prompted by the memory of President Theodore Roosevelt, who saved the life of a small bear cub during a hunting trip in Mississippi back in 1903. Currently, Roosevelt's birthplace is a historical site managed by Manhattan Sites. Over the past 11 years, the park service has distributed 40,000 teddy bears.

Giving Advice

San Diego Zoo and Wild Animal Park Group Sales Manager and 22-year NESRA member Mary Lou Antista-Suba agrees that NESRA's Annual Conference and Exhibit is where she feels the most camaraderie between members, because of the experiences and knowledge that is shared. Her enthusiasm for the conference carries over into her work, when it comes to aiding NESRA Organizational Members. "There are times where a NESRA member may call to ask how to enhance the selling of a particular program or how to



"... A NESRA member may call to ask how to enhance the selling of a particular program or how to communicate more effectively ...'

-Mary Lou Antista-Suba
Group Sales Manager, San Diego Zoo and Wild Animal Park

communicate more effectively to their employee base and I spend some time giving them a few hints," Antista-Suba explains. She points out that members are often volunteers and multi-hatters for their companies, which makes them special clients.

Her membership has prompted her to interact with employee service practitioners by helping NESRA promote membership and by speaking at conferences. She says it is at social events, such as local meetings and conferences, where members tend to ask her for advice about ticket sales promotions or special card programs. As a result, Antista-Suba suggested to her company that she go to corporations' cafeterias during the lunch hour and be available to employees who have questions or want literature. In this way she can be there to answer questions and the clients will always be informed of the newest products. "I think it's important that in this organization, we go a few feet beyond our job positions and help each other and share our knowledge," she advises.

Expecting High Standards

When asked what he likes most about working with NESRA members, Sayings for You Vice President Alan Wendorf says, "They know what they want." This makes quality and service very important when Wendorf assists Organizational Members with

> **"They [NESRA members] know what they want.'**
>
> –Alan Wendorf
> Vice President, Sayings for You

Accommodating Accommodations

Announcing savings of up to 30% on four national hotel chains!

HFS Incorporated, parent company of Days Inn, Howard Johnson, Ramada and Travelodge, is offering substantial discounts to all NESRA member companies. This program enables your employees to save up to 30%* off our already low standard rates at over 3,800 participating hotels in North America. To receive a complete information package, please call 602-220-5797.

DAYS INN · Howard Johnson · RAMADA (RAMADA LIMITEDS • INNS • PLAZA HOTELS) · Travelodge

** Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.*

their printing requests. Wendorf noticed that NESRA members are very professional clients because they have done the research.

His company prides itself on deadlines and delivery, but Wendorf has been known to take the time to work with Organizational Members and make sure they choose a product that suits their goals. "We have designed logos, helped with artwork and researched products that have not even been made yet. We invented them," Wendorf explains. For instance, he describes how one hospital's employee services department wanted a poster made for their blood drive. Wendorf worked with them to design a poster that could be used not only at the blood drive, but throughout the entire hospital. He jokes, "I always told NESRA that [even] if they hold a meeting on a park bench I would go because the amount of work and friends we've secured far outweighs the downside."

"I always told NESRA that [even] if they hold a meeting on a park bench I would go because the amount of work and friends we've secured far outweighs the downside."

–Alan Wendorf
Vice President,
Sayings For You

Working With Knowledgeable Clients

"Most of our book fairs are more successful at NESRA companies because they are more in touch with the individual employee's needs and what makes the employees happy," says The Book Company's Director of Marketing and five-year NESRA member Leslie Handler. The Book Company presents corporate book fairs, so Handler says it is easier for her to do her job when she already knows that the company is interested in doing things for their employees and corporate representatives have planned activities for employees in the past.

"Most of our book fairs are more successful at NESRA companies because they are more in touch with the individual employee's needs and what makes the employee happy,"

–Leslie Handler, director of marketing,
The Book Company

Advertising Index

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(704) 758-1396

Cendant Corporation.....33
(602) 389-3986,
(602) 220-5845,
(602) 681-3266 FAX.
E-mail:
Chris.Blunier@HFSInc.com

Franklin Fixtures.....40
(508) 896-3713
(508) 896-3742 FAX

General Security Services Corporation.....16
(612) 858-5090, ext. 5094
(612) 858-5050 FAX

Medieval Times Dinner & Tournament North America.....35
(714) 634-0213
(714) 670-2721 FAX

Las Vegas Convention & Visitors Bureau.....CIV
(702) 892-0711

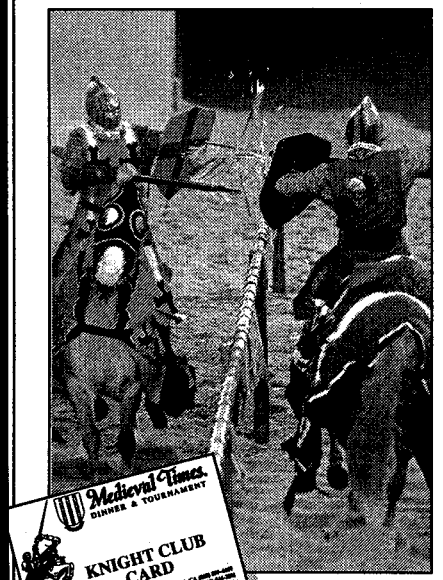
Handler talks about one book fair that she held for a computer company, in Dallas, TX. It was the holiday season and Avnet invited not only their employees, but also their families to attend the book fair, which Handler mentions is unusual for a company to do. Because of the amount of children that attended, Handler was able to get all the children together and she read them a Christmas story. Everyone was served cookies and punch. She explains, "No one was [trying] to get anything out of it. It was just fun and I think the kids had a great time."

When Associate Members assist Organizational Members, it is a special experience to see the results of their extra efforts. The Book Company just recently donated some slightly damaged books, on behalf of another company, to a New England elementary school. Although The Book Company does this frequently, after the donation the head buyer of the company received an envelope. Inside the envelope were thank you notes and pictures from all the children. Consequently, the pictures now are hanging in the buyer's office.

Conclusion

As you can see, NESRA Associates can be valuable resources to Organizational Members who may need ideas and input on upcoming projects. Some of them have been NESRA members for over 20 years and others have just joined our team, but all of them are here to share ideas and learn with you. Take advantage of the national resources that you have at your fingertips and broaden your spectrum of ideas and resources by contacting an Associate today.

Renee Mula is the editorial assistant for Employee Services Management *magazine at NESRA Headquarters in Oak Brook, Illinois.*



(Some restrictions apply. See back of the Knights Club Card for additional details)

Joust for Employees

ENJOY YEAR-ROUND BENEFITS WITH OUR SPECIAL KNIGHT CLUB CARD.

CARDHOLDERS SAVE 15% off regular admission, up to six guests per card, (excluding Saturdays) and **SAVE 10%** on merchandise in our gift shops. (Some restrictions apply)

Enjoy an unforgettable evening of feasting, fighting and fun. Cheer brave knights to victory as they compete on horseback with authentic weapons in games of skill and daring jousting battles.

CONTACT YOUR MEDIEVAL TIMES IRC REPRESENTATIVE

KISSIMMEE, FLORIDA
(near Walt Disney World)
(407) 396-2900 • (800) 229-8300

DALLAS, TEXAS
(across from the Market Center)
(214) 761-1801 • (800) 229-9900

SCHAUMBURG, ILLINOIS
(NW suburbs of Chicago)
(847) 882-1496 • (800) 544-2001

TORONTO, ONTARIO, CANADA
(Exhibition Place, Dufferin Gate)
(416) 260-1170 • (800) 563-1190

BUENA PARK, CALIFORNIA
(near Disneyland and Knott's Berry Farm)
Jim Lennartson
(714) 634-0213 • (800) 899-6600

LYNDHURST, NEW JERSEY
(in the Meadowlands area)
(201) 933-7608 • (800) 828-2945

MYRTLE BEACH, SO. CAROLINA
(at Fantasy Harbor)
(800) 236-8080 • (800) 436-4FUN

Medieval Times DINNER & TOURNAMENT

Sponsors Host Evening Events

At NESRA's 57th Annual Conference and Exhibit at Disney's Coronado Springs Resort, Lake Buena Vista, FL, April 29-May 3, 1998, Wednesday evening will begin with a welcome reception from 8-10 p.m. Then throughout the conference, theme parks will sponsor exciting events that allow you to preview new attractions and network with peers.

Universal Studios Florida is excited about hosting the opening night of the 1998 NESRA National Conference. At Universal Studios you will experience a high energy New York street party. You can also get an up-close look at the future, as we transition into Universal Florida by visiting the Preview Center for details on CityWalk and Islands of Adventure!

Friday night, Disney will sponsor a surprise evening including dinner and entertainment.

Saturday night Sea World welcomes attendees to its park for an all-you-can-eat cookout and a private showing of the Shamu Rocks America show. Guests will get a peak at Sea World's newest attraction, Journey to Atlantis, a white-knuckle, extreme-adventure thrill ride, set to open in 1998.

Board of Directors Sets Agenda

NESRA's 1998 Board of Directors, led by President **Phil Hall, CESRA,** has set its course for the year. Here are the agendas of the following committees:

Associate Relations Committee Chair **Tom Kearns**, plans to review the terms of the National Associate Representative Board position and the benefits of associate member sponsorship at NESRA's national and regional conferences.

John Rath, CESRA, chair of the Awards Committee, plans to execute the new awards program and to make recommendations for next year.

The Certification Committee, chaired by **Mickey Alderman, CESRA**, will review the current recertification requirements and procedures, coordinate the certification luncheon at the conference and look into whether certification should be changed from Certified Employee Services and Recreation Administrator to Certified Employee Services and Recreation Manager.

The Chapter Relations Committee, chaired by **Cindy Jameson, CESRA**, will evaluate the results of the 1997 Chapter Presidents Survey pertaining to chapter relations and promote http://www.nesra.org in terms of chapter pages growing from the site. It will address chapter issues such as attendance, membership and board participation.

The Employee Store Committee, led by **Ann Sobanski**, is focusing on building membership in the employee store section and investigating centralized purchasing.

David Dale, CESRA, has commissioned the Fitness/Health Committee to review the role and scope of this committee and to investigate strategic alliances with outside fitness/wellness/sport organizations that can bring added value to NESRA.

The Membership Committee, with guidance from **Gloria Roque, RVESRA**, will monitor and evaluate **NESRA Select**, review the member referrals process and develop a speech for chapter leaders to deliver during chapter membership drives.

The Nominating Committee, chaired by **Beverly Weiss, CESRA**, announced the following openings on NESRA's Board of Directors: President-Elect, Associate Member Representative and three Director-at-Large positions.

Mary Lou Panzano, RVESRA, and the Public Relations Committee is investigating the launch of a campaign to change NESRA's tagline. It is also beginning the process of planning for a new NESRA promotional video.

The Policy Committee chaired temporarily by **Beverly Weiss, CESRA**, will update the NESRA Bylaws and address the issues brought by the membership.

The Research Committee, chaired by **Pam Tessitore, CESRA**, will begin the process of developing a new college textbook addressing how to implement an employee services program. The committee also continues to search for appropriate research projects to present to the NESRA Education and Research Foundation.

The Strategic Planning Committee, chaired by **Bud Fishback, CESRA**, addressed the role of employee services in attracting and retaining employees and identified steps to take to measure members' interest in changing the organization's name.

Roger Lancaster, CESRA, leads the Technology Committee as it begins putting NESRA chapter websites on http://www.nesra.org. It is also beginning to develop website materials specifically for NESRA Select members.

Member News

John E. Fisher, retired Chairman and CEO of Nationwide Insurance Enterprise, passed away at the age of 68. He was NESRA's 1990 Employer of the Year Award recipient. NESRA extends its condolences to friends, family and work associates.

Barbara Hack, manager of **J.P. Morgan's,** New York, NY, worldwide employee relations function, was selected to receive the Society for Human Resource Management's 1997 Outstanding Professional of the Year Award. The award is designed to recognize demonstrated excellence in the effective application of HR principles. Some of Hack's accomplishments include initiating and implementing: an on-site Career Transition Center for internal and external mobility; a Children's Center for back-up child care; a global on-line job-posting system; a child-care leave policy of up to 16 weeks paid leave for a natural or an adoptive parent; and domestic partner (including same-sex partners) health and dental benefits.

Associate Member **Kissimmee-St. Cloud Convention & Visitor's Bureau's,** FL, governing body awarded construction of the area's convention center to developers of the World Expo Center. In addition to the 120,000-square-foot Osceola County Convention Center, the first phase is planned to include a 2.4 million sq. foot exhibition hall, a 2,000-room hotel, parking for up to 20,000 cars, 1.5 million sq. feet of entertainment/retail space, and a monorail and tram system linking the elements.

The **Dallas Texins Association** and the **Sherman Texins Association** have merged combining processes and programs for TI employees in North Texas. As a result, there are co-managers of the association. **Jeff Asmus, CESRA** and **Charlotte Gomez** both manage the Association from the Dallas office. Their superior, **Kathy Charlton**, now has a new title: manager of workplace performance and vitality.

Kenneth Wattenberg, past-president of NESRA (1981-82), recently received a Silver Star, one of the highest honors a soldier can receive, for his service during World War II. In September 1997, Wattenberger was reading a history book about the tours of the 97th Infantry Division when he came upon his own name in a list of people given awards. He contacted Senator Barbara Boxer, who was instrumental in ensuring that he got the long overdue recognition and thanks he deserved.

Bid on Sports Items and More

"Going, going, gone to the highest bidder" will be heard at the Closing Brunch at NESRA's 57th Annual Conference and Exhibit. Bidders will raise their hands for autographed sports items and more during the NESRA Education and Research Foundation Live Auction with **Chuck Bouchard** as auctioneer. Foundation Chair **Ralph Ferrara, CESRA,** reports the plans for the live auction and for additional items, to be auctioned off in a silent auction, taking place in the NESRA Booth in the Exhibit Hall. Plus attendees at the Conference can purchase 50/50 raffle tickets. The winner will win half the collection and the other half will go to the Foundation.

Proceeds from these events will help support more research in the employee services field. An example of this research is the NESRA-Brock University study, "The Domains of Life: Reporting on Work-Family-Personal Responsibilities," just completed by **John Yardley, Ph.D.,** of Brock University. Yardley studied NESRA member companies and among other findings, discovered that employees value employee services programs as much or more than traditional employee work policies, e.g., flextime, compressed work weeks or job sharing.

Calendar

April 29 - May 3, 1998—
NESRA's 57th Annual Conference & Exhibit, Coronado Springs Resort, Lake Buena Vista, FL.

September 10-13, 1998—
NESRA Western Region Conference & Exhibit, Palm Springs, CA. Hosted by Associated Industrial Recreation Council.

National Employee Health and Fitness Day

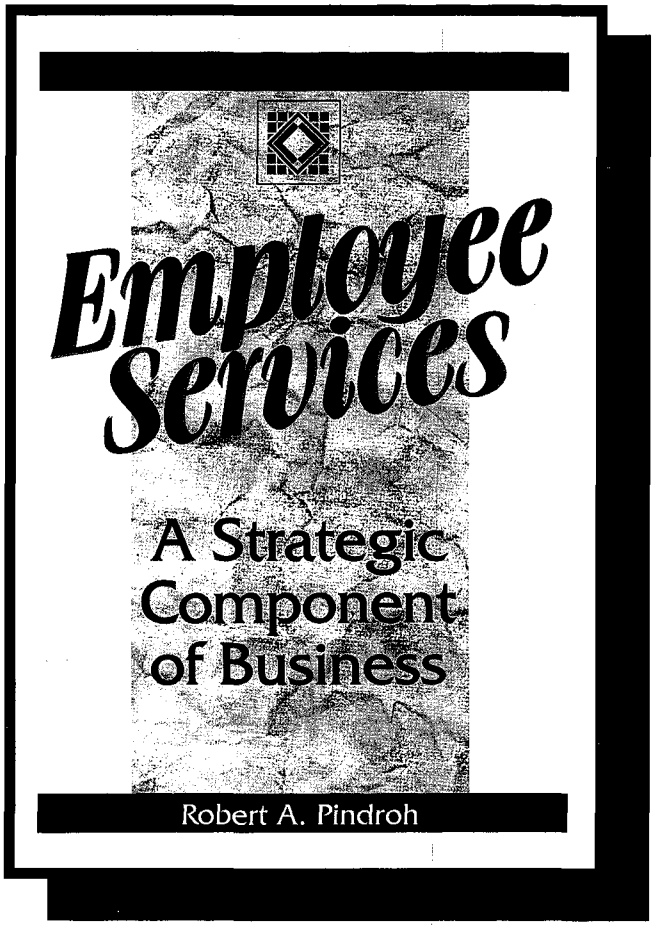
National Employee Health and Fitness Day highlights the importance of a healthy workplace and aims to promote year-round health and fitness programs to corporations, community organizations, schools and universities. We celebrate this on May 20, 1998. Plan activities to get your employees on their way to a healthy lifestyle.

For more information, contact: Cindy Porteous, National Association of Governor's Councils on Physical Fitness and Sports, Pan American Plaza, 201 S. Capitol Ave., Suite 560, Indianapolis, IN 46225, (317) 237-5630, FAX (317) 237-5632.

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Editor/Production: Karen G. Beagley

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Are Your Customers Asking for Wireless Phones?

by Rick Julien

Americans are people on the move. We want—and need—to stay connected wherever we are. It's not surprising that consumer demand for wireless communications services is accelerating rapidly. Recent market surveys show that wireless phones are now used by all segments of society. In fact, wireless subscribers in the U.S. are expected to total nearly 55 million by the end of 1998, a number that will include more than 40 percent of all U.S. households.

Because of the growing popularity of wireless communications, you may be thinking about adding wireless phones to your merchandise. Some of your customers may already have inquired about the phones' availability. Before making a decision one way or another, here are some things to consider.

About Wireless Phones

For starters, wireless phones come in a variety of makes and models from a number of different service providers. In the city where your store is located there may be two or more companies selling cellular service and one or more companies offering a newer service called PCS, or Personal Communication Services.

While cellular and PCS are both wireless services, there are fundamental differences in the way each operates. Cellular operates on a technology called analog. Whereas, PCS operates on a newer digital technology such as Code Division Multiple Access (CDMA). For example, cellular calls ride on analog radio waves, whereas PCS calls move in streams of digital bits and bytes, the language of computers. This makes a PCS signal noticeably clearer and static-free. The sound quality is comparable to your home or office phone. When choosing a phone provider, research the inclusion of a variety of calling features such as voice mail, caller ID and call waiting as part of the standard service. Examine the security of each type of system. Find out which scrambles signals to prevent eavesdropping and the unauthorized cloning of subscriber identification numbers.

Analog cellular phones generally cost less than PCS phones. But, a cellular customer often must commit to a service contract to get a lower price, whereas PCS providers normally do not require contracts. Cellular carriers also have had a 10-year head start in building and operating their analog networks, so at present cellular coverage is more extensive than PCS.

It is important to know which carriers provide regional service versus those that have built nationwide networks. As carriers continue to build their networks, whether they are regional or national, many offer their customers the ability to "roam" on analog networks by using a "dual-mode" phone.

Dual-mode phones can operate on both analog and digital networks allowing customers a larger service area. However, it is important to remember that while a customer is roaming on an analog network, the call quality and clarity will not be the same as it is while operating on a digital network.

Key Questions

In short, if you want to sell wireless phones, you will have to do some research on the wireless providers in your area. And, the wireless providers, obviously, will want to know some things about you, such as your store's location, its hours of operation and clientele.

If you do sign on with a wireless provider, be prepared to spend time with the provider learning all about their service offerings. Selling wireless phones is not the same as selling pens, pencils or coffee mugs. The phones may be sold easily off-the-shelf, but customers will still have questions about how they work, the calling features and whether the phones

If you want to sell wireless phones, you will have to do some research on the wireless providers in your area.

Rick Julien is market manager for Sprint PCS. He can be reached through Sprint PCS's link on NESRA's home page, http://www.nesra.org; e-mail at RJulie01@sprintspectrum.com; or by phone (816)559-3594.

come with accessories such as battery chargers and carrying cases. Customers will ask about the provider's service area and whether the provider has roaming agreements with wireless carriers in other towns and cities, so they can use their phone when they're traveling. Customers will also need to know how to activate service so they can start making calls.

One of the most important questions customers may ask, "Which rate plan is best for me?" Wireless providers normally offer minutes of airtime in monthly packages (15 minutes, 30 minutes, 60 minutes and up) that are priced accordingly. Extra minutes are usually charged at peak (weekdays) and off-peak (all other times) rates. Customers who plan to use the phone only in emergencies or occasionally should opt for an economy package offering fewer minutes. Heavy users should consider packages providing more minutes per month and lower rates for extra airtime.

Customers who plan to use their phone for business should check to see which carriers offer special business plans.

Conclusion

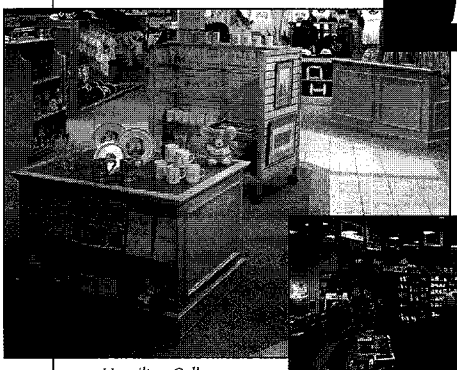
By now it should be apparent that adding a sophisticated device like a wireless phone to your product line can become a complex, time-consuming undertaking. Fortunately, there are ways to respond to your customers' interest in wireless service other than adding the phones themselves to your product inventory.

On-site vendor fairs are one way. Wireless providers usually jump at the chance to set up displays in conference rooms or cafeterias and bring along phones so employees can try them and buy them, if they're so inclined. Or, if you think a certain wireless provider has particularly attractive product offerings, you might look into the possibility of keeping some of the provider's product and service literature on display.

But whether you choose to become a seller of wireless phones or a purveyor of information about them, you will be making it easier for your customers to learn about and enjoy the benefits of one of today's most popular and versatile communication tools.

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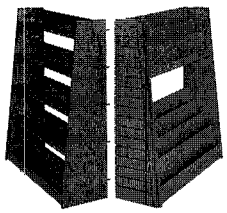
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The Single Parent Phenomenon

By Michael Scott

Family issues continue to be the subject of intense discussions within the workplace as the process of balancing work and life commitments becomes a job within itself. There is no group that finds this juggling act more challenging than those single parents that work for your organization.

What is the overall impact of single parenthood? The following statistics from the Single Parents Association, (singleparents.org), will provide you with a snapshot of this trend.

- Two-parent families account for only 36 percent of our nation's 96.4 million households.
- Twenty-seven percent of all children are living with a single parent, up from 20 percent in 1980 and 12 percent in 1970.
- Approximately 4.7 million children live with a grandparent; 81 percent of children who live with a single parent and a grandparent live in the grandparent's home.

In your role as an employee services practitioner, you can make a significant difference in the quality of single parents' lives through the services you offer. Here are just a few suggestions to get you on the right track:

1. Support Groups:

Single parents benefit greatly from shared dialogue with other employees who have been or are in a similar position. You may even work to solicit the assistance of a psychologist or counselor to help facilitate these sessions.

2. Recognition:

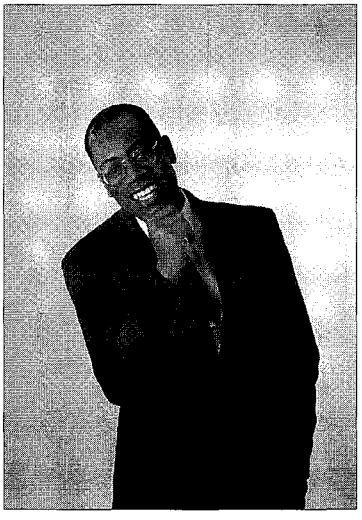
March 21 is the day declared by Congress to honor all single parents. (At this time, only the state of Colorado has followed suit and is honoring single parents with this day.) Many organizations recognize bosses on Bosses Day, so why not recognize single parents on Single Parents Day!

3. Child-Care Services:

Many hospitals, in fact, have created Sick Child-Care Centers to assist single parents when last minute emergencies come up with caregivers unable to provide services. You may want to formalize a sick child-care arrangement with your local hospital to provide this service when children are too sick to go to school but well enough to be with another caregiver. Studies have shown that sick child-care services can have a significant impact on the workplace productivity of a single parent who knows that his/her child is well taken care of.

4. Provide Resources:

The Single Parent Association, (800) 704-2102, can provide a wealth of information to assist single parents in their daily endeavors. Take advantage of this valuable resource in your efforts to assist the lives of your organization's single parents.



Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

Buyer's Guide Update

Here's a listing of new National Associate Members since the publication of the Buyer's Guide in the Nov./Dec. issue of ESM

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529 Orange Ave., Suite B
Daytona Beach, FL 32114
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Update your *'98 NESRA Buyer's Guide* by noting these changes:

- **Red Diamond Productions** (Merchandise) change of business name, address, fax: Red Diamond Jewelry Company, 6315 Adams St., New Port Richey, FL 34652, (813) 816-8749, additional contact name: Sue Hartwick.

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Internet Liabilities in the Workplace

by Theresa Marcroft

Internet access in the workplace can be an invaluable resource, providing vast information, research and communications in a matter of seconds. But can Internet access create a hostile or abusive environment for employees? If so, could the company be liable for sexual harassment? With the Internet's many red-light districts only a button-click away from corporate spreadsheets, on-line billings and customer data, office administrators across the country are faced with a growing concern about legal ramifications for their companies.

In 1986, the Supreme Court ruled that "a hostile working environment" is a form of sexual discrimination. Although experts warn that the greatest potential for liability from inappropriate Internet surfing is downloading pornography from adult-oriented websites, the potential for liability is not limited to lewd photographs. Inappropriate e-mail may also be grounds for a sexual harassment suit. According to the Supreme Court, "severe or pervasive" speech in the workplace can lead to harassment. In 1998, a Federal jury in Santa Ana, CA handed down the nation's first conviction for sending hate e-mail.

Employers traditionally have been concerned about the display of inappropriate photos or use of offensive language in the office. Now, digital forms of sexually explicit photos downloaded from the Internet or off-color e-mail sent office-wide may raise similar grievances among employees and lay the groundwork for "a hostile work environment."

Walter W. Moore, a prominent California trial attorney states, "Talk is cheap when it comes to litigation surrounding a hostile work environment. You need to show that you've actually implemented an office policy. I recommend that managers invest in a proverbial ounce of prevention if you want to keep your company out of court. Software is cheaper than litigation, and filtering software is an easy solution."

A 1997 *PC World* magazine survey of top executives at 200 companies has found one in five firms has disciplined employees for improper Internet use, taking action ranging from taking away surfing privileges to termination. SurfWatch Software, provider of Internet filtering products, finds that human resource departments concerned about liability in the event of a harassment claim are increasingly utilizing filtering technologies.

To reduce the chance of such a suit, many companies are taking proactive steps to block the steamier side of the Internet. In a *CIO Magazine* study released in April 1997 "a majority of 125 companies said they maintained a policy governing Internet use, and 94 percent of those companies noted they did so to ensure the Internet was employed for work-related purposes.

Employers can develop and implement a policy on Internet use to discourage careless Internet use and reduce risk. Such a policy might include guidelines within an employee manual or staff meetings to discuss appropriate uses of the Internet at the office. Many companies are developing Internet use manuals to teach employees what is and is not acceptable.

Employers can use software to filter or monitor employee access to the Internet to reduce legal risks and prevent employees from wasting company time. Many of these technological solutions filter seedy and nonwork-related content while still offering flexibility. For example, an office manager can limit Internet filters to business hours only, set filtering levels according to department or individual responsibilities, and customize filtering criteria.

There are many ways to pave a safer, more efficient route for employee use of the Internet. By combining good management strategies with the latest Internet-related technology, any employer or manager should feel secure about offering Internet access in the workplace. A little Internet etiquette will put the Internet to use, not abuse in your office.

Theresa Marcroft is the director of marketing for SurfWatch Software, a division of Spyglass. SurfWatch is a leading filtering software solution, inventing the Internet content filtering market in May 1995.

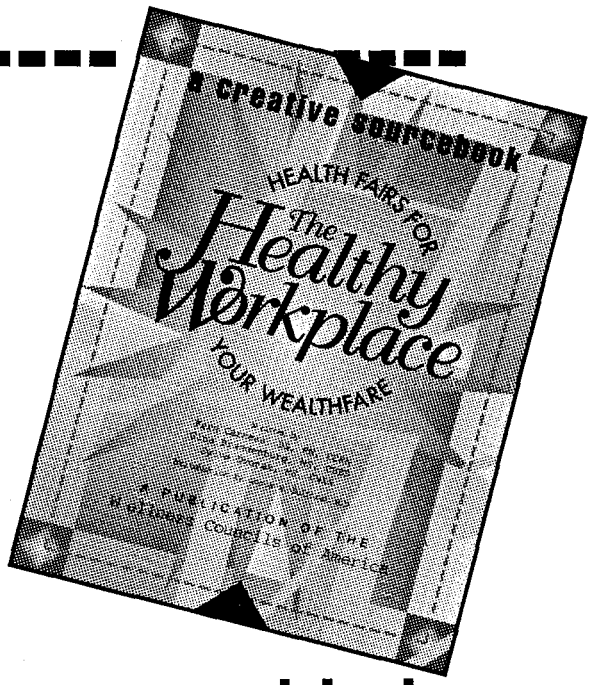
Here's what others say:

This sourcebook will be valuable to both the professional health promoter and the individual wearing the health promoter's hat for the year. It is simple to follow, covers all the pertinent details regarding health fair planning and implementation, and offers those all-important ready-to-use-checklists, sample letters and registration forms.

Kerry Juhl
Executive Director
Wellness Council of Central Iowa

I have played a major role in successfully coordinating and promoting health fairs for both adults and children. Knowledge that has taken me years to accumulate through hit and miss is now at your fingertips. Health Fairs for Your Wealthfare *is not only a great reference book for the beginner, it's a complete guide for the experienced health fair organizer.*

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United Autoworkers/
General Motors Bodycare
Health & Wellness Representative



Do you need help with your health fairs?

NESRA is now distributing this great resource that is easy to read and provides the practical information you need with copier-ready forms and checklists.

The Healthy Workplace: Health Fairs for Your Wealthfare, ***is written by three health professionals who have conducted hundreds of corporate and community health fairs***

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Make your check payable to:

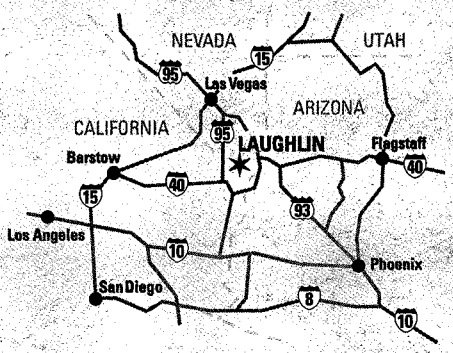
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Visit the Laughlin Visitors Bureau booth at the NESRA's 57th Annual Conference in Florida - April 29-May 3, 1998.



Laughlin nevada

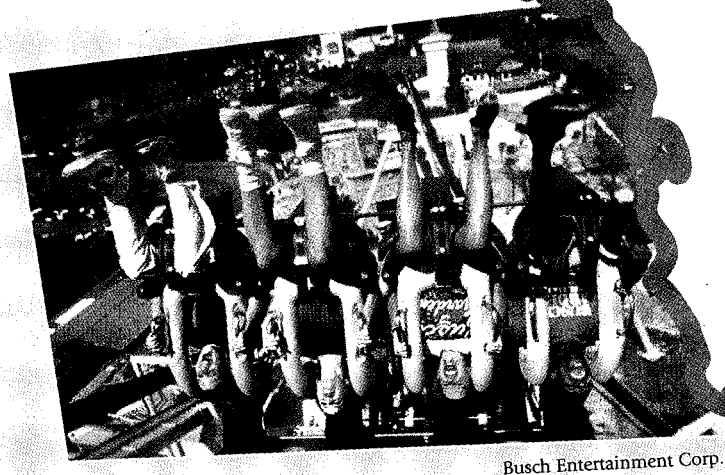
Play The Way You Like It.

A Supplement to the April 1998 Employee Services Management

Destinations

Florida





Busch Entertainment Corp.



Florida Division of Tourism

NESRA

Published by the
National Employee Services and Recreation Association

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All this for only...

3 days 2 nights.....$119	5 days 4 nights.....$579
4 days 3 nights.....$159	6 days 5 nights.....$619
2 & 3 night packages DO NOT include 4-Day All-In-One Passes	7 days 6 nights.....$659

- 2 miles from **Walt Disney World®** Resort, in Kissimmee
- 2 adults and up to 3 children (using existing beds)
- 2 adult 4-Day Disney All-In-One Hopper Passes to **Walt Disney World®** Resort
- Great discounts to other area attractions
- Kids under 12 eat **FREE** at I-HOP restaurant next door with paying adult
- Two simming pools, children's wading pool, spa, playground, game room
- **FREE** scheduled shuttle to **Walt Disney World®** Resort
- Room tax and parking included

Additional charge of $10 per night payable at time of booking for peak season: Feb 13-Apr 30, Jun 12-Sept 6, $15 per night Dec 24-Jan 2

BEST WESTERN PLAZA INTERNATIONAL



All this for only...

3 days 2 nights.....$129	5 days 4 nights.....$589
4 days 3 nights.....$169	6 days 5 nights.....$629
2 & 3 night packages DO NOT include 4-Day All-In-One Passes	7 days 6 nights.....$669

- 10 miles from **Walt Disney World®** Resort on International Drive
- 2 adults and up to 3 children (using existing beds)
- 2 adult 4-Day Disney All-In-One Hopper Passes to **Walt Disney World®** Resort
- Great discounts to other area attractions
- Kids under 12 eat FREE, 1 child per paying adult at Ponderosa Steak House next door
- Swimming pool, spa, wading pool, video arcade
- **FREE** shuttle to **Walt Disney World®** Resort
- Room tax and parking included

Additional charge of $10 per night payable at time of booking for peak season: Feb 13-Apr 30, Jun 12-Sept 6, $15 per night Dec 24-Jan 2

RADISSON RESORT at the Parkway



All this for only...

3 days 2 nights.....$159	5 days 4 nights.....$669
4 days 3 nights.....$229	6 days 5 nights.....$729
2 & 3 night packages DO NOT include 4-Day All-In-One Passes	7 days 6 nights.....$789

- 2 miles from **Walt Disney World®** Resort in Kissimmee
- 2 adults and up to 3 children (using existing beds)
- 2 adult 4-Day Disney All-In-One Hopper Passes to **Walt Disney World®** Resort
- Great discounts to other area attractions
- Full-service lavishly landscaped resort with free-form pool, 2 spas, children's wading pool, fitness center, tennis court, playground
- **FREE** scheduled shuttle to **Walt Disney World®** Resort, Universal Studios & Sea World
- Room tax and parking included

Additional charge of $15 per night payable at time of booking for peak season: Feb 13-Apr 30, Jun 12-Aug 27, $20 per night Dec 24-Jan 1

HYATT ORLANDO



All this for only...

3 days 2 nights.....$179	5 days 4 nights.....$709
4 days 3 nights.....$259	6 days 5 nights.....$789
2 & 3 night packages DO NOT include 4-Day All-In-One Passes	7 days 6 nights.....$869

- 1.5 miles from **Walt Disney World®** Resort in Kissimmee
- 2 adults and up to 3 children (using existing beds)
- 2 adult 4-Day Disney All-In-One Hopper Passes to **Walt Disney World®** Resort
- Great discounts to other area attractions
- Full-service hotel on 56 acres of beautiful grounds with 4 heated pools, 4 children's pools and 4 spas, 2 playgrounds, health club, fitness trail and tennis court
- **FREE** scheduled shuttle to **Walt Disney World®** Resort
- Room tax and parking included

Additional charge of $15 per night payable at time of booking for peak season: Jan 4-Apr 30, $20 Dec 21-Jan 3

EMBASSY SUITES – Int'l Drive South



All this for only...

3 days 2 nights.....$279	5 days 4 nights.....$909
4 days 3 nights.....$399	6 days 5 nights.....$1029
2 & 3 night packages DO NOT include 4-Day All-In-One Passes	7 days 6 nights.....$1149

- 6 miles from **Walt Disney World®** Resort on International Drive
- 2 adults and up to 4 children using existing beds (2 double beds and sofa bed)
- 2 adult 4-Day Disney All-In-One Hopper Passes to **Walt Disney World®** Resort
- Great discounts to other area attractions
- Attractive 2-room suites with wet bar, microwave, refrigerator, 2 TV's
- Cook-to-order breakfast daily, evening cocktail reception
- Outdoor and indoor swimming pools, 2 spas, wading pool, sauna, steam room, health club and game room
- **FREE** scheduled shuttle to **Walt Disney World®** Resort
- Room tax and parking included
- No peak season charge

CARIBE ROYALE RESORT



All this for only...

3 days 2 nights.....$299	5 days 4 nights.....$949
4 days 3 nights.....$439	6 days 5 nights.....$1089
2 & 3 night packages DO NOT include 4-Day All-In-One Passes	7 days 6 nights.....$1229

- New hotel 5 miles from **Walt Disney World®** Resort in Lake Buena Vista
- 2 adults and up to 4 children using existing beds (2 double beds and sofa bed)
- 2 adult 4-Day Disney All-In-One Hopper Passes to **Walt Disney World®** Resort
- Swimming pool with 75' water slides, spa, children's wading pool, arcade and playground
- Great discounts to other area attractions
- Deluxe 2-room suite with wet bar, microwave, refrigerator, 2 TV's
- American breakfast buffet daily
- Dining at four restaurants
- FREE scheduled shuttle to **Walt Disney World® Resort**
- Room tax and self-parking included

Additional charge of $25 per night payable at time of booking for peak season: Jan 2-Apr 30, Jun 11-Aug 23, $30 Dec 22-Jan 2

To order free vacation planners for your employees call 1-800-523-6116 and ask for the Marketing Department.

Welcome to *Destinations in Florida*

Destinations in Florida is an annual vacation destination supplement designed to make it easier for NESRA members and employees to identify travel-related opportunities and shop for discounts. We are featuring the Sunshine State because Florida has been identified in NESRA surveys for many years as one of the most popular destination spots. Look for other destination supplements in future issues of EMPLOYEE SERVICES MANAGEMENT.

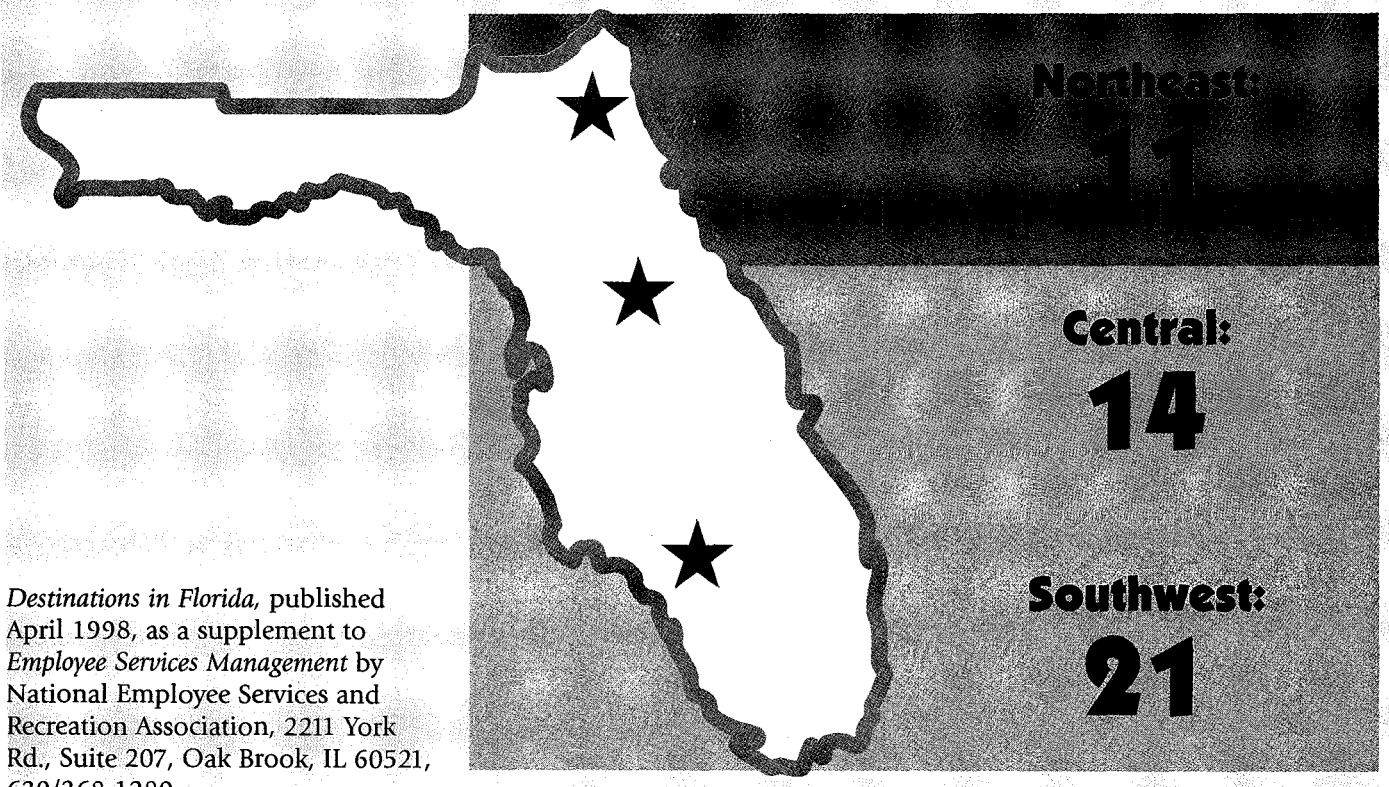
This guide has been divided into several regions to make it easier for the reader to identify accommodations, recreational activities, attractions and historical and cultural experiences. In each region, we have listed local Convention & Visitors Bureaus or Tourist Development Councils where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted for your review.

Thank you for choosing *Destinations in Florida* as your travelling companion. You can take advantage of the enclosed discount order form to acquire additional copies for distribution to your employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

With best regards,

Patrick Stinson
Publisher

Welcome 3
Travel Tips 4



Destinations in Florida, published April 1998, as a supplement to *Employee Services Management* by National Employee Services and Recreation Association, 2211 York Rd., Suite 207, Oak Brook, IL 60521, 630/368-1280.

F r da Trave Tips

Making The Most Of Your Trip To Florida

No matter what time of year, the Florida sun is always strong. Here are a few things you should bring to enjoy our beautiful weather.

- Lots and lots of sun protection—suntan lotion, sun blocks, sunglasses, hats or visors.
- Comfortable clothing appropriate for the time of year and good walking shoes. Also, you may wish to bring special clothing for evenings out. A jacket or sweater is a good addition in the cooler months.
- Carry travelers checks and only a small amount of money.
- A sense of humor. While travelling is exciting and fun, sometimes things don't go as planned. If you always have your sense of humor, you're sure to have a terrific vacation!

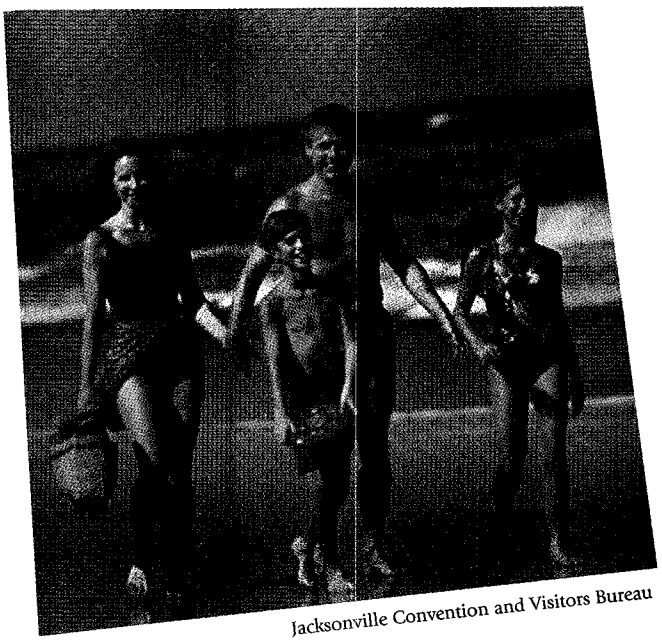
No matter who you are, if you're travelling, you're a tourist. Which means you should pay attention to all that's going on around you. All it takes is a few extra minutes and greater awareness to make sure you're safe. Here are a few tips:

- Stay on well-travelled roads and highways.
- Don't pick up hitchhikers.
- Keep your gas tank full, seat belts on, doors locked and windows up.
- If your car is bumped by another vehicle, don't immediately jump out to check for damages. Watch the other driver. If you're uncomfortable, motion for him or her to drive to a more public place, a police or fire station.
- At your hotel, keep your door locked and safety chain on and your valuables in the hotel safe.

New Species at Home in Florida Aquarium

While in Tampa, visitors can see first-hand the largest animal addition to the Florida Aquarium, since its opening. The aquarium features more than 20 new species of sharks and rays concentrated in a 130,000-gallon exhibit and a 5,000-gallon touch pool. More than 50 sharks and rays, including horn and leopard sharks and California round rays, will find a new home in the aquarium's Offshore area.

Call 800-448-2672 for more information.



Jacksonville Convention and Visitors Bureau



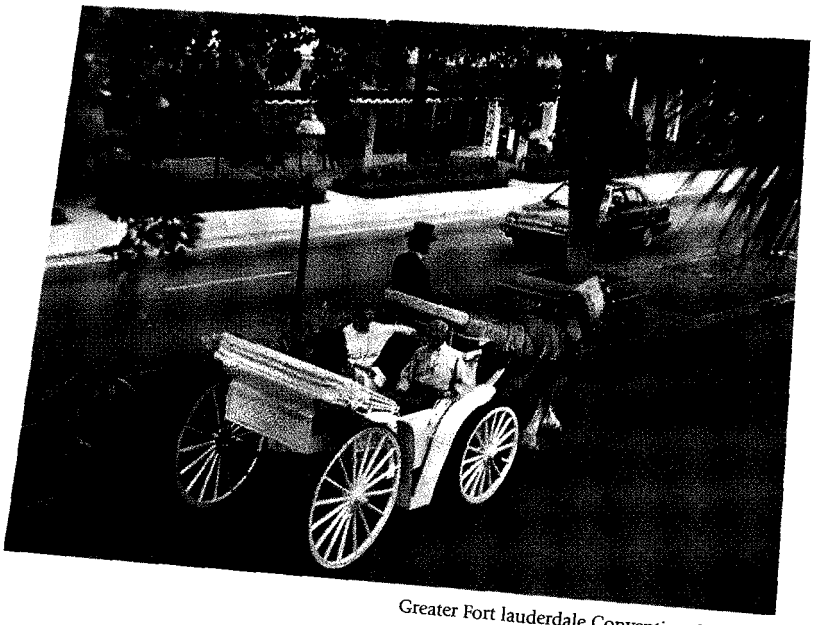
Orlando Magicard Saves You Money Year-Round

The Orlando Magicard offers everyone ultimate savings on a variety of area attractions, accommodations, restaurants and shops. Use the Orlando Magicard and save! For a brochure with most current offers, or for additional cards, call 800-643-9492.

Write to Orlando Magicard, P.O. Box 690355, Orlando, FL 32869.

Florida Weather Tips

Sunshine is one of the state's most valuable resources. Florida's climate is especially comfortable in the relatively dry fall and winter, when temperatures average 53-65°F in the North and 68-75°F in the South. However, Florida's average daily summertime highs range from the low to mid 80sF. By mid-summer, it's not unusual for temperatures to rise into the mid 90s, especially in the south. That's a lot of sunshine, so be sure to use sunscreen when you're outdoors for extended periods.



Greater Fort lauderdale Convention & Visitors

International Drive Trolley

I-Ride Trolley Service is the Orlando International Drive resort area's newest transportation system. The service includes eight fully enclosed, air-conditioned trolleys operating year round from Sea World of Florida to Belz Factory Outlet World seven days a week.

For information call 407-248-9590.

Defy Gravity at WonderWorks

WonderWorks at Pointe*Orlando, is a fun-filled entertainment center housed in an upside down building. Visitors experience the trembling of earthquakes, gain the feeling of defying gravity and enjoy hand-on activities in the Bermuda Triangle Corridor, Mystery Lab, Bubble Works, Be A Broadcaster, Challenge Arena, Shadows, Illusions, Discover and the WonderWorks Theater.

For information call 407-248-2838.

Free Florida Vacation Guide

Vacationers planning a trip to Florida can receive free information by contacting the Florida Tourism Industry Marketing Corporation, 126 Box 1100, Tallahassee, FL 32302-1100. Their publications include: Florida Vacation Guide, Calendar of Events, Official Highway Map, Travel Tips Brochure, Florida Attractions Map, Value Activities Guide, Florida Camping Directory and Rail Guide.

Call 888-7FLAUSA or visit the Web site at www.flausa.com.

Disney Golf Buys

At Disney resorts in June, July, and August, golfers can play any of the five championship courses for special rates after 10 a.m. daily. The $45-plus-tax Price Slice Special is offered on the Magnolia, Palm, Lake Buena Vista, Osprey Ridge, and Eagle Pines courses.

For more information or to book tee times, call 407-824-2270.

Florida Space Launches

Florida vacationers and families can purchase tickets to the Kennedy Space Center's viewing site to watch space shuttle launches. For an up-to-date schedule of launches, contact the Kennedy Space Center at 407-452-2121 or visit the center's Web site at www.kcvisitor.com/.

Kissimmee-St. Cloud CVB



Goosebumps Horror Show at Disney-MGM Studios

Goosebumps Horrorland Fright Show and FunHouse is the newest addition to Disney-MGM Studios. Inspired by the hair-raising "Goosebumps" book series, the attraction features a warehouse loading dock stage as the setting for the erie midway sideshow that appears as though it has blown into town and pitched tent overnight. Frightful characters from the books, such as Curly the skeleton, Amaz-O the magician and the Executioner star in the show performed five times daily on New York Street.

For information call 407-939-7727.

On Your Mark, Get Set, Go!

Daytona International Speedway now offers the Richard Petty Driving Experience that gives want-to-be drivers the opportunity to don a racing suit and helmet and zoom around the track as a passenger for three exciting laps at speeds in excess of 100 mph.

Call 904-947-6782 for more information.

Florida Parks Events

The Florida Department of Environmental Protection offers a bi-annual publication highlighting the festivals, events, interpretive and environmental education programs that are offered throughout the department.

From turtle watching and a Camellia Christmas to battle reenactments and environmental education workshops—*Festivals and Events* features all of these special occasions. Pick up a copy at any state park or call 904-488-9872. A free *Florida State Parks Guide* is also available to vacationers. Call 888-7-FLAUSA.

Florida has three national forests (Apalachicola, Osceola and Ocala) that comprise more than one million acres of wildlife. Biscayne National Park is a 175,000-acre marine playground of the coast of Miami. Dry Tortugas, located 68 miles west of Key West, is the nation's newest national park.

For a National Park Guide contact: National Park Hospitality Association, 1225 New York Avenue, N.W., Washington, D.C. 20005-6155 or call 202-682-9507.

Guided Canoe Trips

Discover Church Street Station

Developed in a corner of town that had fallen on hard times, in what were once dilapidated buildings and abandoned hotels, Church Street Station has been credited with the revitalization of downtown Orlando. Now a successful dining, shopping and entertainment complex in the heart of historic downtown, Church Street Station is four city blocks of fun for the whole family. Built at the site of Orlando's first train station, Church Street Station is the cornerstone of an "entertainment district" that has developed, expanded and energized downtown.

Downtown Orlando's number one nighttime entertainment complex, now offers an educational and fascinating daytime historical tour in addition to its array of evening entertainment choices.

The historical tour allows visitors to discover the history and legends behind Church Street Station. Guests are invited to spend a nostalgic afternoon exploring the unrivaled antique collection and then enjoy an old-fashioned sing-along with Rosie O'Grady's Banjo Man!

Tours can be scheduled between 11 a.m. and 3 p.m. daily. For more information, contact Church Street Station at 407-422-2434.

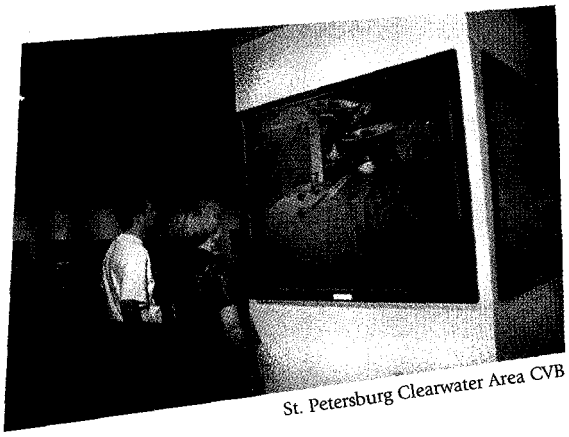


Greater Miami Convention & Visitors Bureau

Florida Theme Park Tickets

The Orlando FlexTicket, offered by Universal Studios Florida, Sea World of Florida, and Wet 'n Wild gives ticket holders seven consecutive days to enjoy Orlando's three participating parks for $99.95 and 10 consecutive days for $129.95 when Busch Gardens Tampa is added. The tickets are available at the theme parks and at hotels whose guest services desks are run by Universal City Travel Company.

For information call 407-224-5908.



St. Petersburg Clearwater Area CVB

Seasonal Deals

Every Fall you can head to North Florida, where summer lingers an extra month or two—and great seasonal deals make it a joy.

In September and October, Florida's empty and the Gulf of Mexico is bathwater-warm. For travelers who want to get away for a couple of days but not part with a lot of cash, it's the perfect time for consideration.

AMELIA ISLAND: Tucked off Florida's northernmost Atlantic Coast, Amelia Island has 13 miles of beaches, top-notch sports facilities and a historic district comprising 50 blocks.

The deal: As part of its Secret Season promotion, many hotels are offering visitors the third night free when they pay for two nights. Catch: Most offer the savings only during mid-week. Information: 800-226-3542, www.goflorida.com/amelia_island. Amelia Island is about 35 minutes from downtown Jacksonville, 2½ hours from Orlando.

DESTIN-FORT WALTON AREA: Located on the state's panhandle, Destin and environs offer plenty: 24 miles of beaches, 545 miles of fishing to the Worlds Largest Fishing Village, golf, tennis and amusement areas offer everything from bumper boats to batting cages.

The deal: Indian Summer '98 promises discounts of up to 40 percent on many of the destination's resorts on the Emerald Coast, which includes Okaloosa Island. Information: 800-322-3319.

Tips

Swim with the Dolphins

Visitors to Fort Walton Beach can visit the newest attraction at the Gulfarium. The Kiwi Experience allows guests to swim in the water with one of the ocean's most graceful mammals—the dolphin. The Gulfarium, the second oldest sea aquarium in the world, also hosts 600-pound gray seals to two-ounce clown fish in 14 intriguing exhibits.

Call 850-243-9046 for more information.

Florida Keys TDC

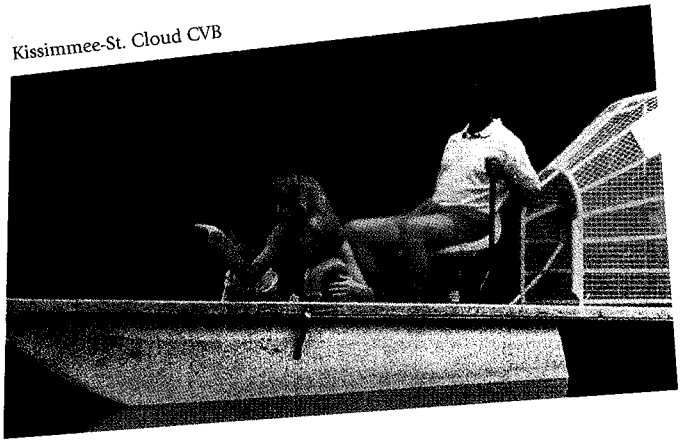


Free Downtown Orlando Bus Transportation

Lymmo is downtown Orlando's new, free bus system that transports passengers to key downtown destinations such as the Orlando Arena, Church Street Station and City Hall. The buses operate in specifically built lanes separated from regular traffic. The system has 13 stations where the bus will always stop and six stops where it will stop only if passengers are waiting to get on or off.

For information call 407-841-2279.

Kissimmee-St. Cloud CVB



What's New in Downtown Disney

Downtown Disney, on the resort's newly hip west side, has celebrity nightclubs and such eateries as the House of Blues, Wolfgang Puck Cafe and Bongos Cuban Cafe. There's also a 24-screen cineplex and the Cirque du Soleil theater. Here you'll find World of Disney, the largest Disney character merchandise showplace in the world, plus the 550-seat Rainforest Cafe.

Call 407-939-7727 for more information.

Florida Driving Information

Driving Laws: You must have a valid driver's license and vehicle registration in your possession while driving in Florida.

Speed Limits: Unless otherwise specified, the speed limit on Interstate highways is 55 miles per hour. In cities and congested areas it will range from 20 to 55 miles per hour. All speed limits are posted in miles per hour and strictly enforced.

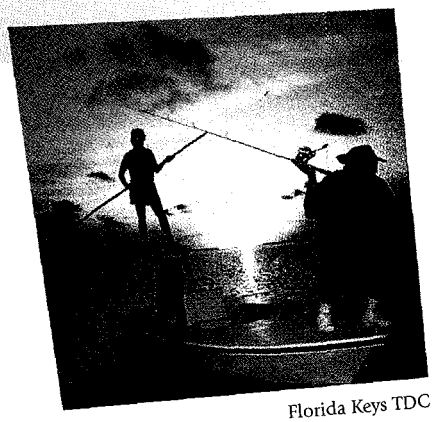
Seat Belts: Florida law requires front-seat passengers to wear seat belts. Children under the age of 3 are required to be in a safety car seat. Children 4 & 5 must be in a safety seat or wear a seat belt. Most rental car companies can provide you with a car seat.

Florida law requires that you turn on your headlights at dusk or in heavy fog or rain. Be especially careful while driving during or after a rainfall. Slippery road conditions can cause you to lose control of your vehicle.

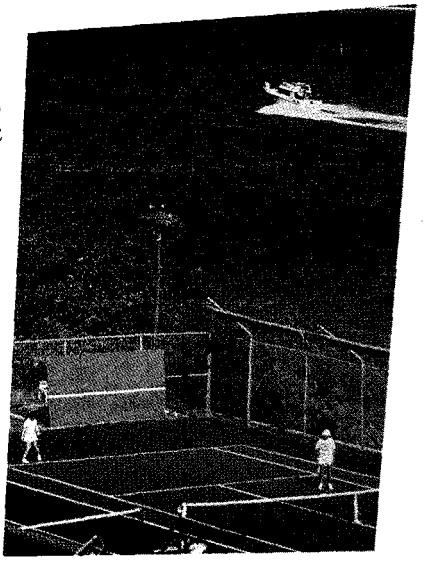
Use a map to plan your route before you venture out. If you miss a turn or exit, proceed to the next corner or exit. Never back up. Always pull completely off the roadway if you must stop.

Emergencies Aid

If you're in Florida on a vacation trip and need general directions or lose your credit cards or have a medical emergency — or a host of other emergencies or mini crises, call 1-800-647-9284. Stop at a welcome center when you drive to Florida to pick up a brochure on the Ameurop Phone Assist program.



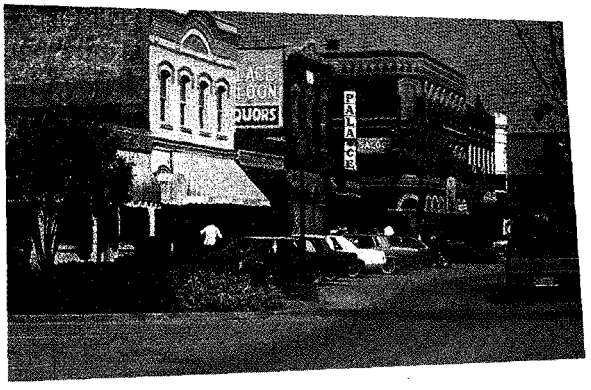
Florida Keys TDC



Experience Twister at Universal Studios

Universal Studios, Florida has added an interactive "live" attraction called Hercules and Xena: Wizards of the Screen. The new attraction gives guests a behind-the-scenes look at how the popular shows are produced. *TWISTER* will pit humans against Mother Nature at her most furious, as guests—a mere 20 feet away—experience the live spectacle and destructive nature of an actual tornado.

Call 407-363-8220 for more information.



Big Bands at Cypress Gardens

Cypress Gardens "strikes up the band" in 1998 during 10 big weekends of Big Bands, expanded to 60 performances. The great music continues during an additional seven weekends of big name concerts, featuring many popular groups from the 50s and 60s, inspirational and country music. Another addition to Cypress Gardens is Nature's Way, animal habitats that are nestled beneath towering cypress, live oak and palm trees.

Call 800-282-2123 for more information.

Florida's Newest Fantasy of Flight

Halfway between Orlando and Tampa, 20 minutes west of Walt Disney World, visitors to Fantasy of Flight in Polk City will be able to venture 500 feet above the Central Florida countryside in a colorful gas balloon. The Great Ballon Experience is the first of its kind anywhere in the United States and will provide visitors with an aviation experience reminiscent of some of man's earliest flying experiences.

Call 941-984-3500 for more information.

Family Room.

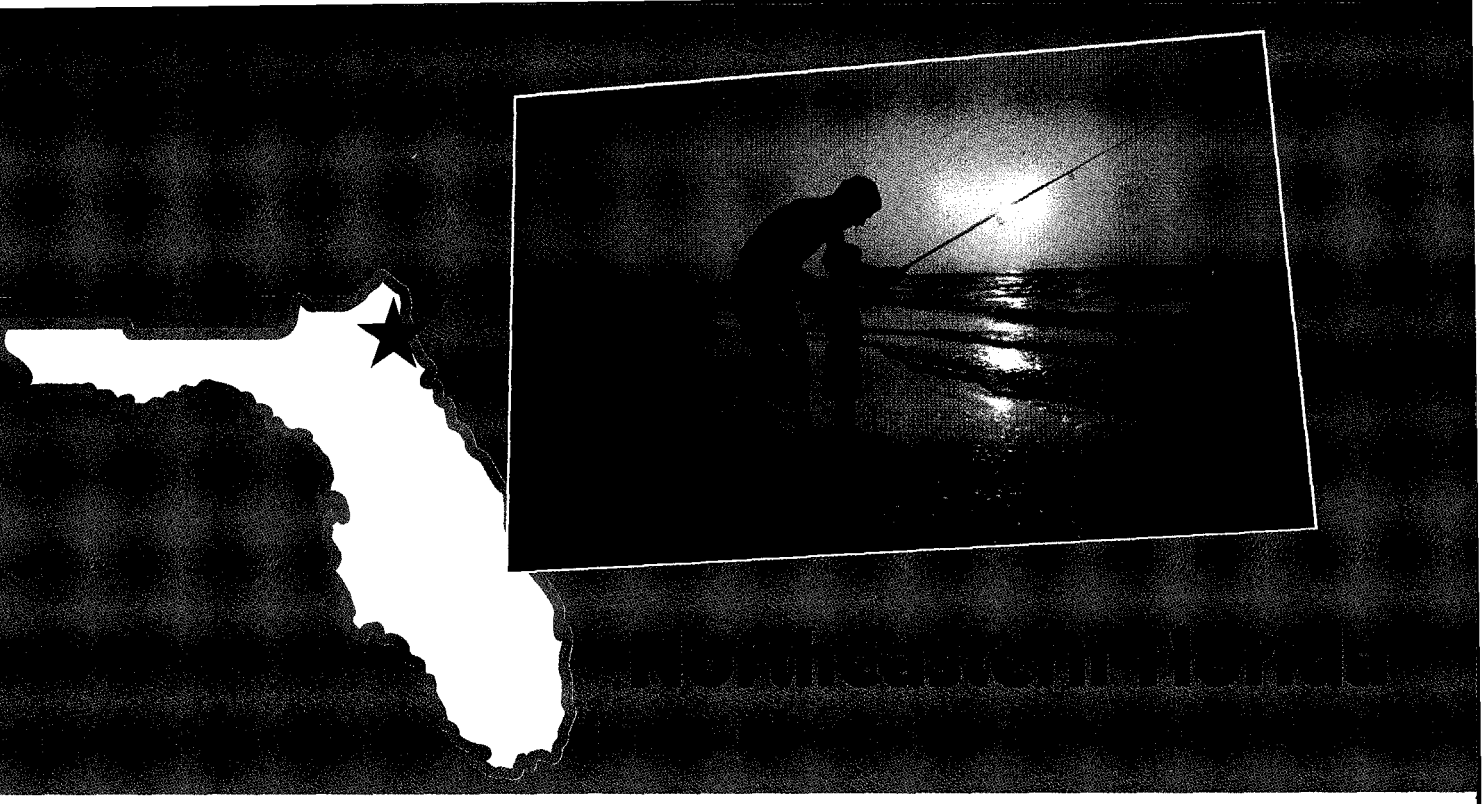
Discover Orlando's best vacation value! Affordable family accommodations, restaurants, and entertainment sites right next door to the WALT DISNEY WORLD® Resort – where **Disney's Animal Kingdom™** theme park opens April 22, 1998. Stay just minutes from the airport, smack-dab in the middle of everything you want to do.
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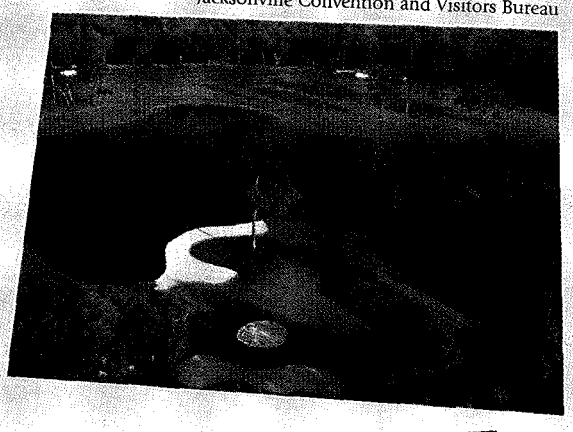
For a FREE Visitor's Guide, including free coupons, call
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For reservations call
1 800 333 KISS

Kissimmee-St.Cloud



Jacksonville Convention and Visitors Bureau





Jacksonville Convention and Visitors Bureau

Florida's "First Coast"

Home to two of America's oldest cities and one of the state's most diverse and unspoiled regions, Northeast Florida is awash in sea oats and palm trees, not traffic and noise. State parks, historical sites, nature trails, and uncrowded beaches offer refuge from hectic schedules. Yet the northeast region is no stranger to the hum of thriving business activity.

Jacksonville

Jacksonville, the First Coast's hub, is a charming combination of traditional Southern and contemporary subtropical. Home to nearly one million people, the city is surrounded by water. Its upscale downtown lines the banks of the St. Johns River, and the Atlantic Ocean is minutes from the city's center. The picturesque city boasts futuristic features like the Jacksonville Automated Skyway, a downtown monorail. Riverfront shopping, dining and entertainment, theaters, museums, a zoo and the world's largest brewery set the stage for cosmopolitan living, while a 2,100-building historic district is listed collectively on the National Historic Register.

Amelia Island

Fifty miles of white-sand beaches line the Atlantic just 12 miles east of the city. Beyond lie the region's barrier islands, home to more unspoiled sand and eclectic seaside villages.

Amelia Island is a favorite, with its historic Fernandina Beach—where 50 blocks of Victorian homes and shops are found.

Amelia's attractions include white Appalachian quartz beaches framed by some of the most magnificent dunes in Florida; a picturesque Victorian seaport village; a Civil War vintage fort; a harbor that witnessed the birth of the modern shrimping industry; terminus of the first cross-state railroad; Florida's oldest saloon as well as oldest tourist hotel; and internationally-renowned resorts and Victorian Inns. From world-famous fairways and tennis to beachside horseback riding and bountiful fishing, island sports are a specialty.

St. Augustine

The region's (and the nation's) oldest city, St. Augustine, is about 30 miles south of Jacksonville. Settled half a century before the pilgrims found Plymouth Rock, St. Augustine's lovely 400-year-old streets are frequented by visitors from around the world.

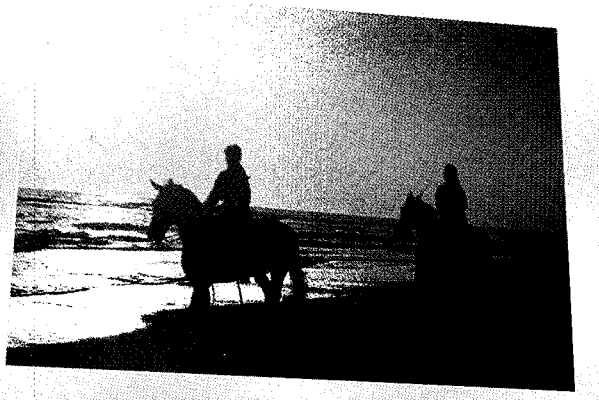
St. Augustine today is a living history museum, with guided trolley and carriage tours regularly pulling up to the City Gate which once provided the only northern defense line access into protected St. Augustine. St. George Street, the central route through the restored 18th-century section of the city, features a Spanish Quarter where guides are clad in clothing typical of the colonial period.

Through the attractions of today, those who first discovered this region can raise their voices to the modern world, beckoning with a centuries-old message of welcome.

For more information on Northeast Florida, call: Jacksonville and the Beaches Convention and Visitors Bureau, 800-733-2668.

Additional visitor information is available by calling the Amelia Island Tourist Development Council at 904-277-0717 0r 800-2-AMELIA (226-3542).

To discover St. Augustine, America's oldest City, call the St. Johns County Visitors & Convention Bureau: 800-OLD-CITY (800-653-2489).



Additional Northern Florida Convention/Visitors Bureaus

Alachua County Convention & Visitors Bureau
352-374-5260

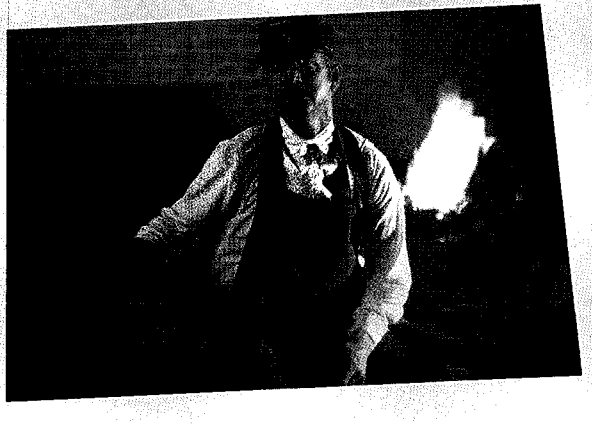
Emerald Coast Convention & Visitors Bureau
800-322-3319

Panama City Beach Convention & Visitors Bureau
800-PCBEACH

Pensacola Convention & Visitors Bureau
800-874-1234

Suwannee County Chamber of Commerce
904-362-3071

Tallahassee Area Convention & Visitors Bureau
800-345-6710

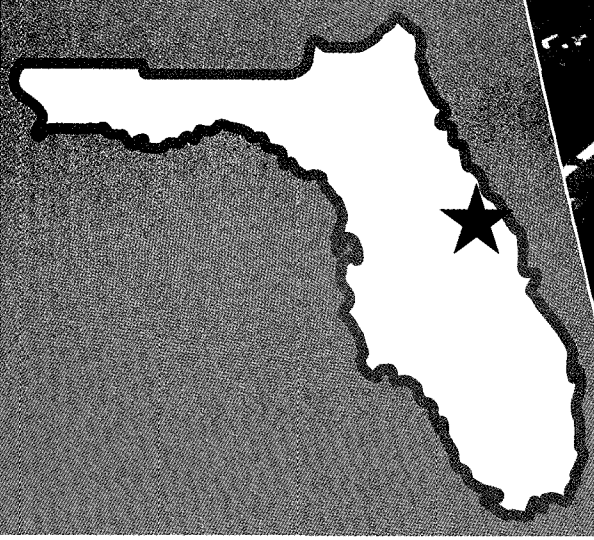




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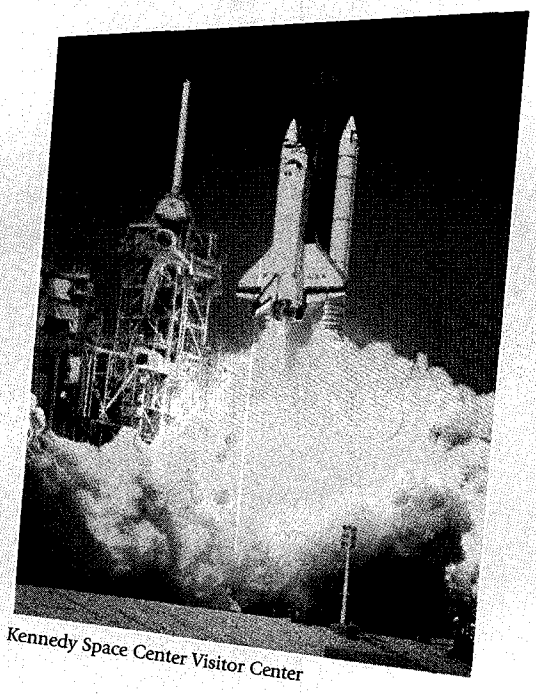
Busch Entertainment Corp.



Central Florida

Sarasota Convention & Visitors Bureau





Kennedy Space Center Visitor Center

What's New in Orlando and Kissimmee–St. Cloud

Exciting new vacation options have opened in Orlando and Kissimmee–St. Cloud and more will be opening soon. From the thrill of new attractions at the world-famous theme parks and new restaurants serving scrumptious foods to enlightening cultural excursions and spacious accommodations with the latest in amenities, Central Florida offers a completely new vacation experience for first-time and repeat visitors.

Discover The Unexpected Orlando

Long before its mammoth, world-famous theme attractions made Orlando a house-hold word, the area quietly appealed to explorers who wanted to become one with nature, to cultural connoisseurs seeking fine art, and to outdoor sports enthusiasts eager to hook a record catch in one of the secluded lakes that teem with large mouth black bass.

This particular Orlando allure has grown as more visitors discover the unexpected Orlando: The Orlando that combines the excitement of fast-paced attractions with the serenity of the area's natural


Kissimmee-St. Cloud Convention & Visitors Bureau

beauty and works of art to create a complete experience. Whether marveling at the works of famous artisans or gazing at the wonders of science, experiencing the rush of an airboat ride, or relaxing in a soothing botanical garden, "the unexpected Orlando" satisfies with a change of pace.

Orlando is reaching out to those who find "magic" in music and art, as well as theme parks. A new Culture-Quest shuttle service has 26-passenger buses that stop (with hop-on, hop-off privileges) at more than 15 of the area's top art, science, and historical attractions.

The new Orlando Science Center, with 42,000 square feet for permanent interactive exhibits, has a 310-seat CineDome for large-format films and laser light shows, and the largest Digistar II Planetarium in the world.

The year 2000 will mark the opening of a new Orlando Performing Arts Center, a 350,000 square foot project with a theater; a recital hall; three film and video theaters; and a hall for music, ballet, and opera.

To receive an Official Orlando Visitors Guide, call or write the official Orlando Visitor Center, 8723 International Drive, Suite 101, Orlando, FL 32819, phone: 800-551-0181 (U.S. or Canada) or 407-363-5872. Orlando information can also be found on the Internet at http://www.goflorida.com/orlando (Keyword: "Visit Orlando"on America Online).

Kissimmee–St. Cloud: Expanding Vacation Values

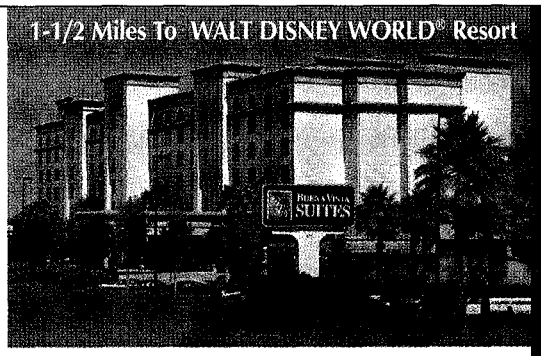
Major expansion efforts at WALT DISNEY WORLD® Resort, Universal Studios Florida®, and Sea World® of Florida top the list of new reasons for

HOTEL FEATURES:
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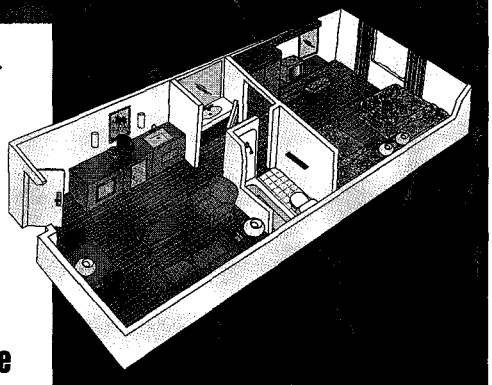
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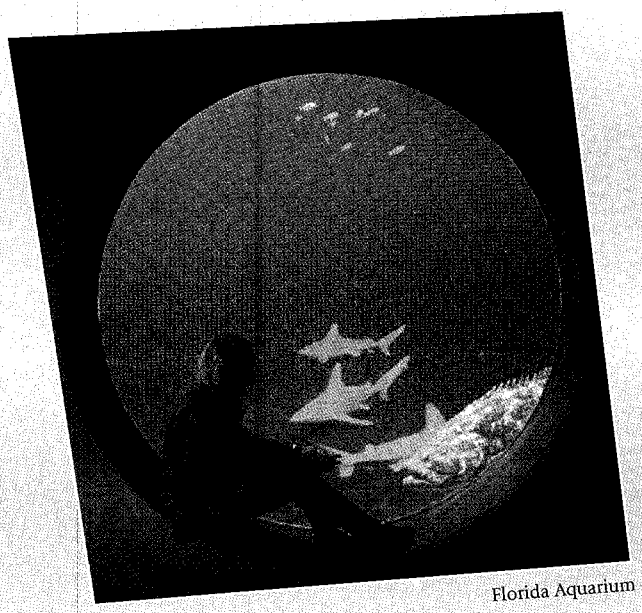
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* Rates are subject to availability



Florida Aquarium

NESRA employees to plan a Kissimmee-St. Cloud vacation.

Disney's Animal Kingdom™ Theme Park. Scheduled to open in April 1998, Disney's Animal Kingdom™ Theme Park presents the drama of life in the wild and a celebration of animals from real life, fantasy and fables. Thrill rides, exotic landscapes and close encounters with herds of wild animals are other features of Disney's Animal Kingdom™ Theme Park, the largest of all the Disney parks in the world—five times the size of the Magic Kingdom® Park.

Universal's Islands of Adventure. Scheduled to open in Summer 1999, Universal's Island of Adventure will be adjacent to the famed Universal Studios Florida® and is part of the huge resort destination to be known as Universal City Florida. This 110-acre park, features five spectacularly themed islands—Seuss Landing℠, Toon Lagoon℠, Marvel Super Hero Island℠, Lost Continent℠, and Isla Nublar–Home of Jurasic Park℠.

Sea World® of Florida. Sea World® of Florida takes theme park attractions and thrill rides to a level beyond the future with the addition of Journey to Atlantis℠, a water-coaster thrill ride scheduled to surface in Spring 1998. Journey to Atlantis℠ will be a heart-pounding, white knuckle experience, plunging eight riders at a time into the middle of a fierce battle between good and evil.

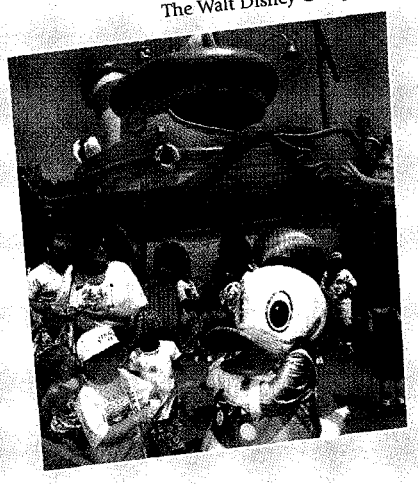
Besides these much-publicized expansions, Kissimmee-St. Cloud visitors can look forward to new attractions, renovations at area accommodations, and new features at other entertainment

venues. The changes offer more valued reasons to stay in Kissimmee-St. Cloud, serviced by more than 37,000 value-priced accommodations close to the world's favorite attractions. Among the accommodations are national hotel and motel chains as well as suites, villas, private vacation homes and campgrounds.

Added to the area's appeal are varied entertainment venues and a rich assortment of outdoor leisure choices such as swimming, golf, tennis, fishing, water and jet skiing, airboat rides and nature-based sightseeing.

NESRA members should request the Kissimmee-St. Cloud Convention & Visitors Bureau's Visitors Guide to find out more about the area's priceless vacation opportunities. The Visitors Guide is a comprehensive, full-color reference guide featuring easy-to-find listings and detailed descriptions of area accommodations and attractions. Fabulous Vacation Specials featured in the Visitors Guide are in the form of coupons to a participating area attractions, hotels and motels, villas, vacation homes, condominiums, and campgrounds. With savings up to 50 percent, the dozens of Fabulous Vacation Specials

The Walt Disney Company



coupons are valid April 1, 1998 through March 31, 1999. Request your copy of the Visitors Guide with a toll free call to 1-800-526-KISS (5477); 407-847-0878 to place a fax request; or write to: Kissimmee-St. Cloud Convention & Visitors Bureau, P.O. Box 422007, Kissimmee, FL 34742-2007. Internet users may also choose www.floridakiss.com to discover more about exciting vacation opportunities.

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*Rate based on space availability and season, and apply only to NESRA members. Some blackout dates may apply. Rate expires 12/24/98.

Additional Central Florida Convention/Visitors Bureaus

Bradenton Area Convention & Visitors Bureau
800-822-2017

Cocoa Beach Area Chamber of Commerce
407-459-2200

Daytona Beach Area Convention & Visitors Bureau
800-555-0415

Florida's Space Coast Office of Tourism
800-93-OCEAN

Lakeland Area Chamber of Commerce/Convention & Visitors Division
941-688-8551

Sarasota Convention & Visitors Bureau
800-522-9799

St Lucie County Tourist Development Council
800-344-TGIF

St. Petersburg/Clearwater Area Convention & Visitors Bureau
800-628-2866

Tampa/Hillsborough Convention & Visitors Bureau
800-826-8358


Sea World

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See our ad on page 15.

Cape Canaveral Cruise Line
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(407) 783-4120 FAX

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See our ad on page 20.

Church Street Station
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(407) 422-2434
(407) 425-4312 FAX
Internet:
www.churchstreetstation.com

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See our ad on page 20.

Colonial Plaza Inn
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(407) 894-2741
(407) 896-9858 FAX
Internet: www.harleyhotels.com

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See our ad on page 16.

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Ocoee, (West Orlando) FL 34761
(407) 656-3333
(407) 656-2232 FAX

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3910 Ulmerton Rd.

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Daytona
839 S. Atlantic Ave. (A1A)
2900 Int'l. Spdwy. Blvd.
1909 S. Atlantic Ave. (A1A)

Destin
1029 Hwy. 98 E.

Fort Lauderdale
1595 W. Oakland Park Blvd.
2201 N. Federal Hwy.
1700 W. Broward Blvd.
2601 N. 29th Ave.

North Fort Myers
13353 N. Cleveland Ave.

Fort Myers
11435 S. Cleveland Ave.

Fort Myers Beach
1130 Estero Blvd.

Fort Pierce
1920 Seaway Dr.
6651 Darter Ct.

Fort Walton Beach
135 Miracle Strip Pkwy.
573 Santa Rosa Blvd.

Homestead
51 S. Homestead Blvd.

Jacksonville
1181 Airport Rd.

Jacksonville Beach
1031 S. First St.

Key West
3852 N. Roosevelt Blvd.

Lake City
Rte. 13, Box 1140

Macclenny
1499 S. 6th St.

Madison
Rte. 1, Box 3329-F

Miami Beach
15811 Collins Ave.
7450 Ocean Terrace

Miami
660 N.W. 81st St.
1050 N.W. 14th St.
100 21st St.

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5001 E. Silver Springs Blvd.
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235 S. Wymore Rd.

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7335 Sand Lake Rd.
7200 International Dr.
1851 W. Landstreet Rd.
3300 S. Orange Blossom Trail
9990 International Dr.

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7980 W. US Hwy. 192
5840 W. Irlo Bronson Hwy.
5820 W. Irlo Bronson Hwy.
4104 W. Irlo Bronson Hwy.
5245 W. Irlo Bronson Hwy.
2425 Frontage Rd.

Orlando/ Lake Buena Vista
12490 Apopka-Vineland Rd.
12799 Apopka-Vineland Rd.

Panama City Beach
12818 Front Beach Rd.

Pensacola
7051 Pensacola Blvd.
710 N. Palafox St.

Perry
2277 S. Byron Butler Pkwy.

Plant City
301 S. Frontage Rd.

Pompano Beach
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Port Charlotte
1941 Tamiami Trail

Port Richey
11736 US 19 & SR 52

Punta Gorda
26560 N. Jones Loop Rd.

St. Augustine
2560 SR 16

St. Augustine Beach
541 A1A S. Beach Blvd.

St. Pete Beach
6200 Gulf Blvd.

St. Petersburg
2595 54th Ave. N.
6800 Sunshine Skyway Ln.

Sanford
4650 SR 46

Sarasota
4900 N. Tamiami Trail

Sebring
1406 US Hwy. 27

Space Coast
5600 SR 524
180 Hwy. A1A

Starke
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Tallahassee
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9942 Adamo Dr. (Hwy 60)

Tarpon Springs
40050 US Hwy. 19 N.

Venice
1710 S. Tamiami Trail (US 41)

Vero Beach
8800 20th St.

West Palm Beach
2700 N. Ocean Dr.
2300 45th St.
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See our ad on inside front cover.



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(407) 847-0878 FAX
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Internet: www.floridakiss.com

The Kissimmee-St. Cloud Convention and Visitors Bureau is a destination promotion agency representing over 35,000 accommodations, conveniently located at the main gates of the Walt Disney World Resort and within minutes of world class attractions throughout Central Florida. We offer a variety of collateral material available on request.
See our ad on page 10.

Orlando/Orange County Convention & Visitors Bureau
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(407) 363-5834
(407) 370-5012 FAX
E-mail:
NESRA@OrlandoCVB.com
Internet:
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The Orlando/Orange County Convention & Visitors Bureau, Inc. is the sales and marketing agency for Orlando's hospitality industry. Established in 1984, the Bureau promotes meetings and conventions through working one-on-one with meeting planners and leisure travel through tour operators, travel agents and consumer programs worldwide.
See our ad on page 13.

Sea World/Busch Gardens
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Saddle Brook, NJ 07663
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(201) 845-5155 FAX
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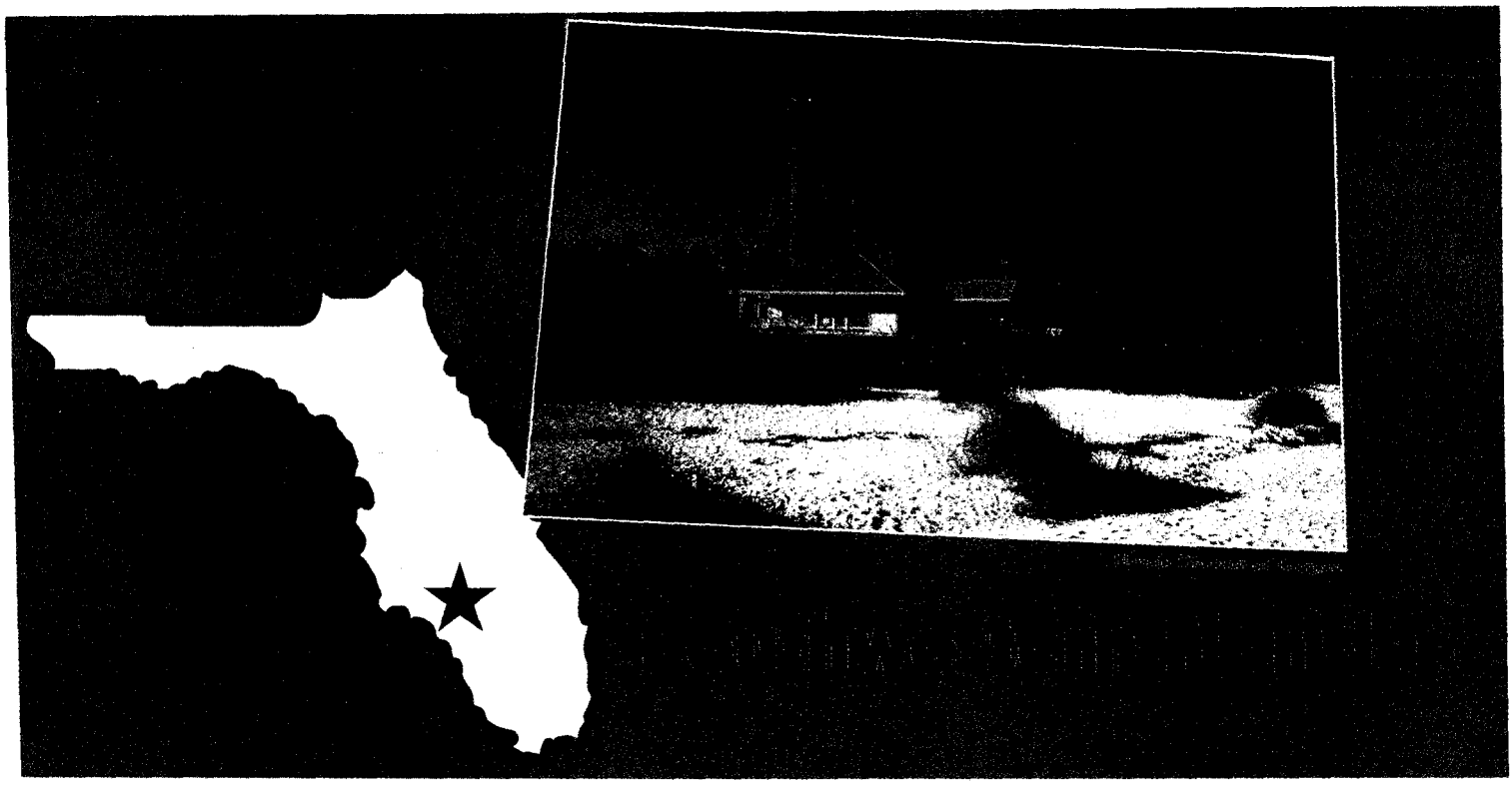
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See our ad on inside back cover.

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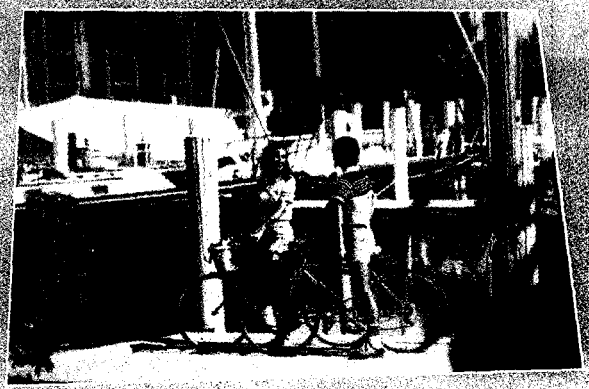








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Florida's Tropical Island Getaway

The Lee Island Coast of southwest Florida is well-loved by travelers and native Floridians alike. The region's classic subtropical beauty and 100 barrier islands are the reasons why. Native Floridians of all shapes and sizes find the climate here inviting. Lee County has one of the world's largest populations of bottlenosed dolphins and West Indian manatees.

Fort Myers, slightly inland and in the heart of Lee County (which is named after Gen. Robert E.), is rich in Old South ambiance and history. McGregor Boulevard is a grand thoroughfare lined with over 1,800 majestic royal palm trees. Thomas Edison planted hundreds of Cuban royal palms along the street, and spent 35 winters enjoying the city.

Off the southwest coast's 50 miles of beaches lie Sanibel, Captiva, and Marco Islands, featuring accommodations that have been developed with thought and care. Sanibel's beaches were ranked among the 12 best in the country by *Conde Nast Traveler*. And in a best-selling tribute to its beauty, author Anne Morrow Lindbergh wrote *A Gift from the Sea* about Captiva Island.



Florida Division of Tourism

Southwest Attractions

Recreational opportunities abound here, from great fishing, boating and golfing to serious shell hunting.

This is one of the few remaining areas in Florida that offers so much natural beauty with hundreds of acres of protected nature and wildlife preserves. Perhaps the largest and best known is the "Ding" Darling National Wildlife Refuge on Sanibel Island. You can tour the refuge on foot or bike, by car or tram on a five mile scenic drive, or by canoe and kayak on the many water trails.

At the Corkscrew Swamp Sanctuary near Bonita Springs you'll see many varieties of wading and migrating birds and other wildlife on two miles of raised boardwalk trails through the largest virgin bald cypress forest in the nation. Other attractions popular with nature lovers include the Babcock Wilderness Adventures, a swamp buggy safari located in North Fort Myers and the Matanzas Pass Wilderness Preserve. One of the newest attractions is Manatee Park, where visitors can view the endangered West Indian Manatee which increase in population during the winter months.

Historically, the area was home to well known residents such as Thomas Edison and Henry Ford. Edison's laboratory and museum of his many inventions are located across the street from the home. Other attractions include the Cape Coral Historical Museum, Koreshan State Historical Site and the picturesque wooden lighthouses at Boca Grande and Sanibel Island.

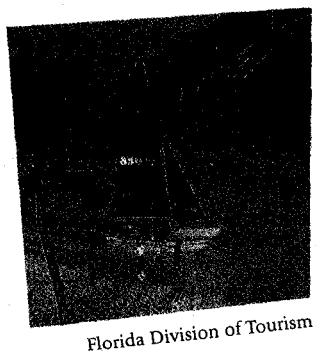
The arts play an important role in the area, with the Barbara B. Mann Performing Arts Hall featuring national Broadway productions and entertainers, while the Broadway Palm Dinner Theater offers professional, live theatrical performances. Any visit to the Lee Island Coast can include activities for the kids, too. Learning is fun at the Imaginarium Hands-on Museum and Aquarium in Fort Myers and the Cape Coral Children's Science Center.

For a destination planning packet or personal assistance with site and facility information contact the Lee Island Coast Visitors and Convention Bureau at 800-237-6444 or on the Internet at http://www.LeeIslandCoast.com.



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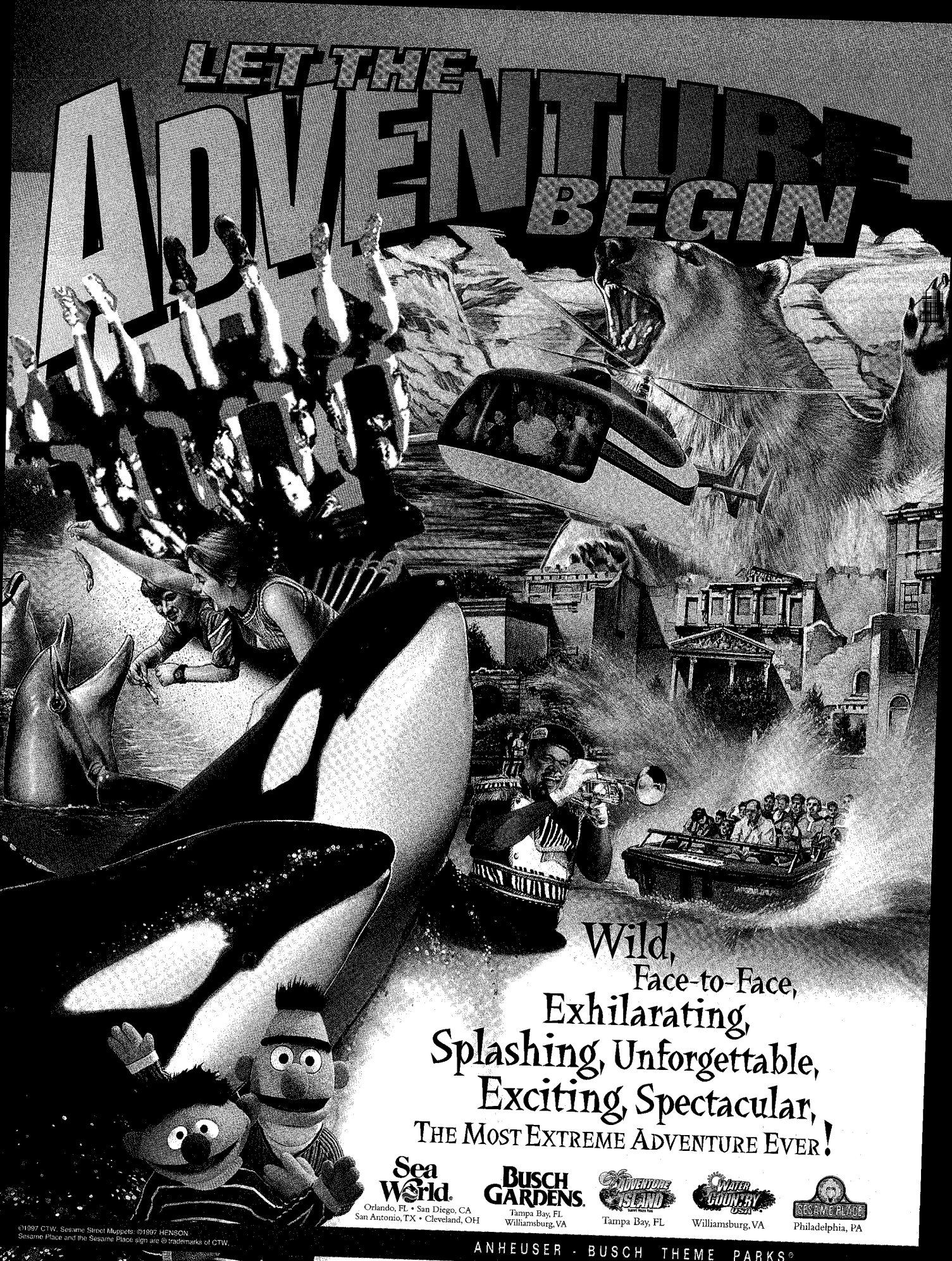
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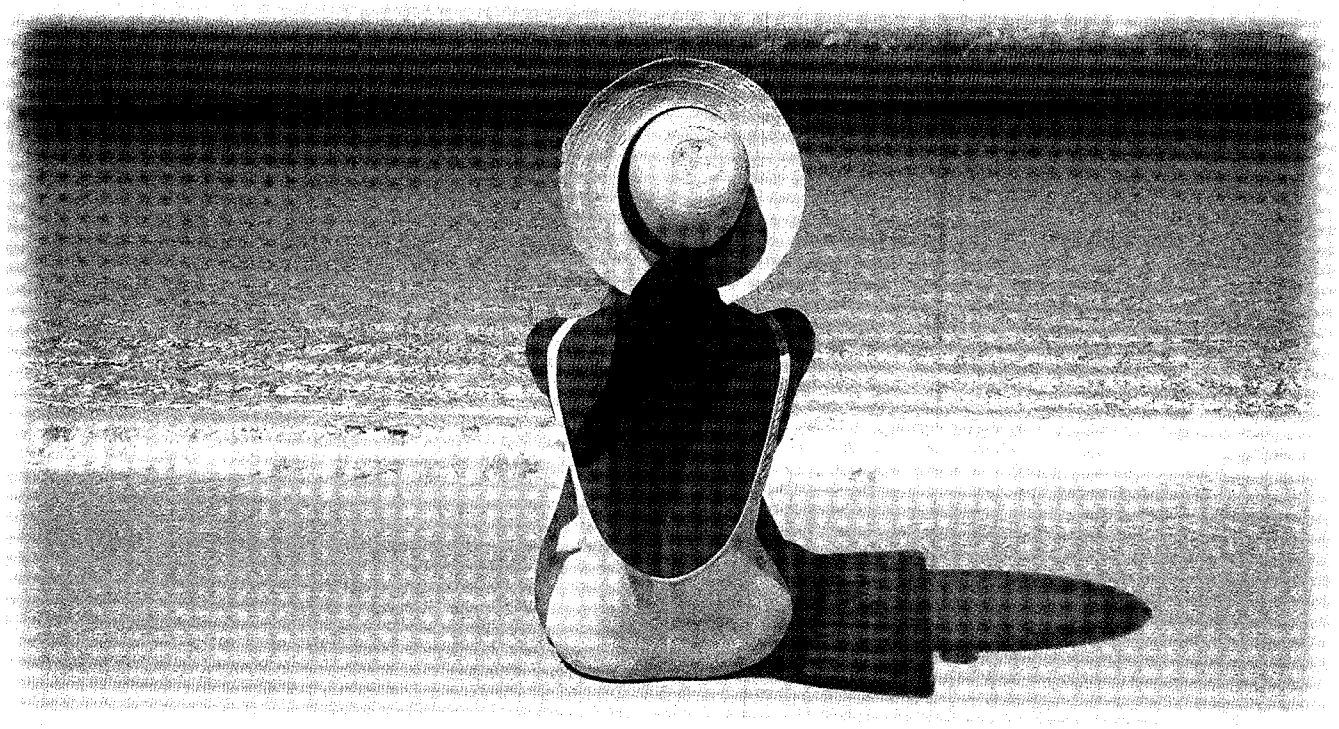
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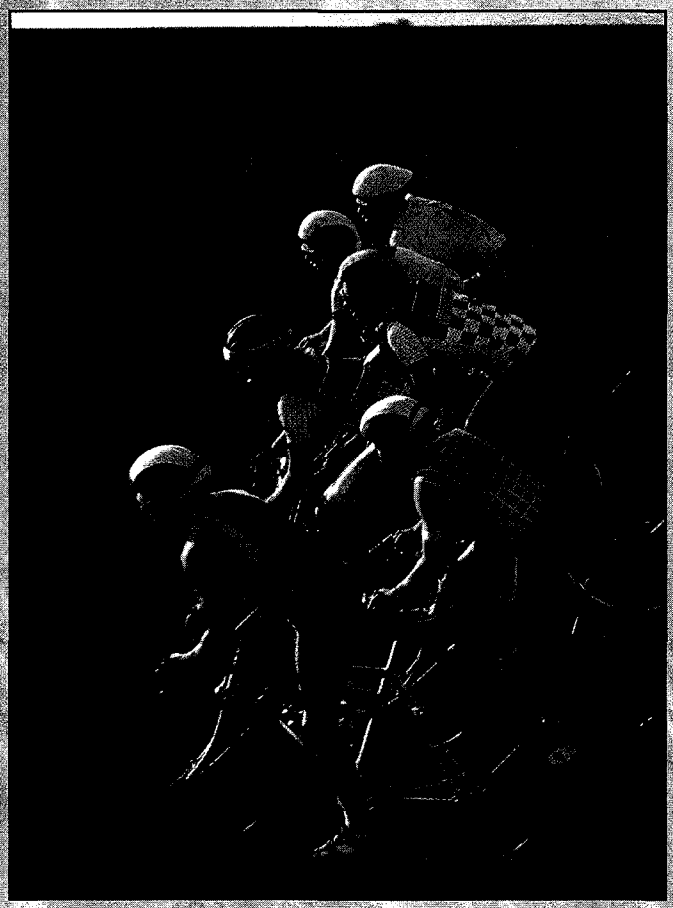
For participating Days Inn Florida locations, see page 19 of this supplement.

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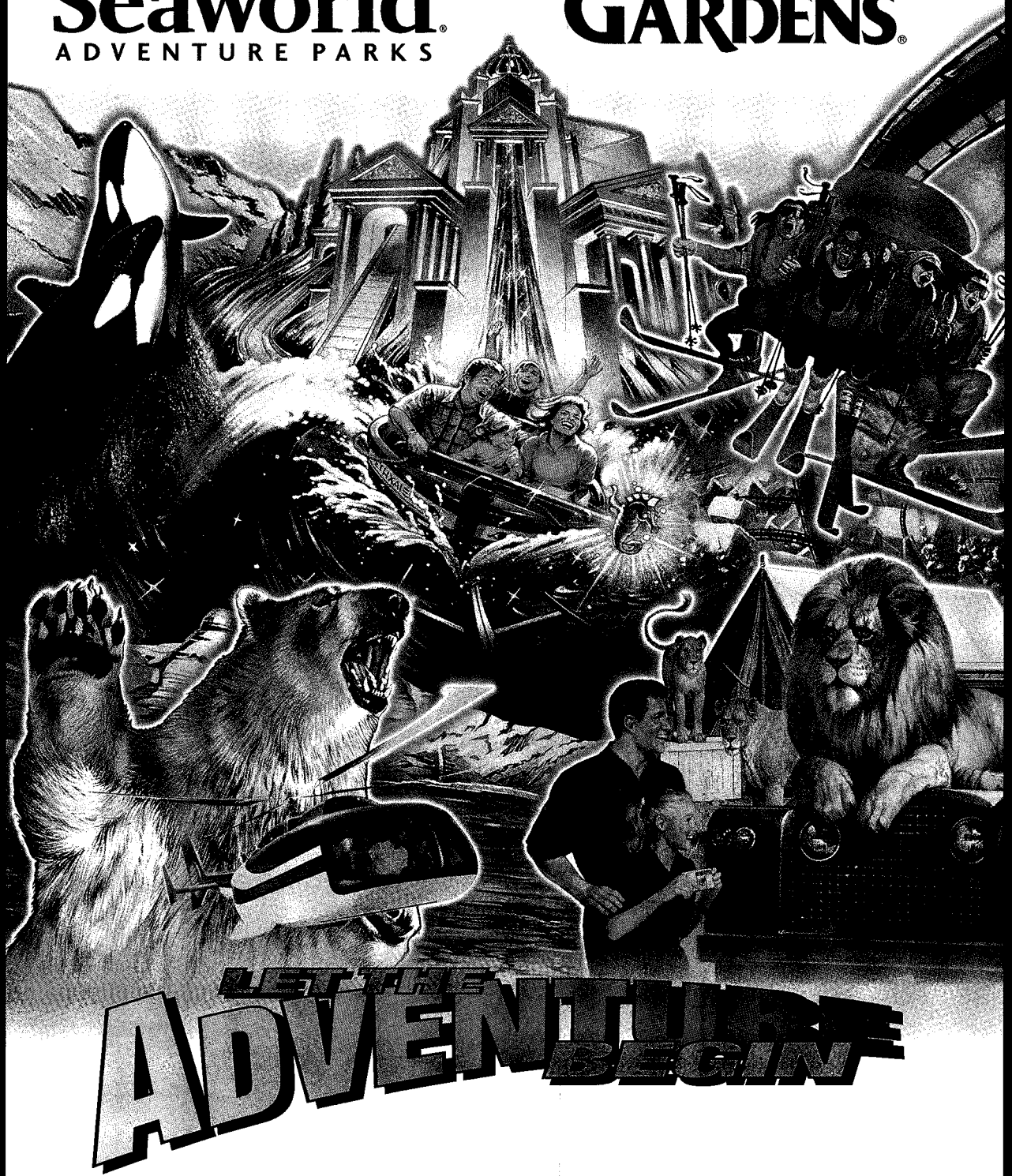


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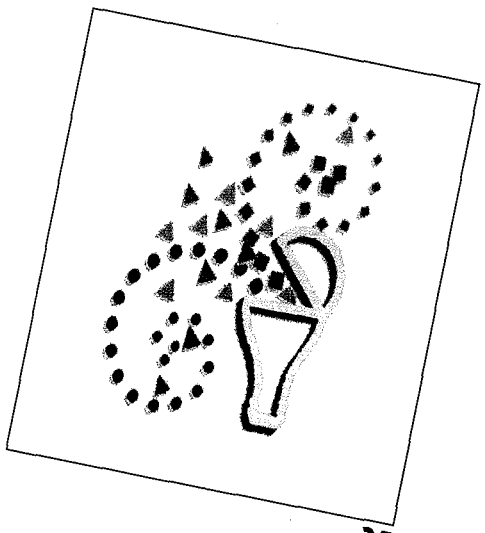
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By Martin Greenstein

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22 NESRA Announces the Winners of NESRA's Awards of Excellence Program

See who won awards. These award winners will be showcased at NESRA's 57th Annual Conference & Exhibit and in the July issue of *ESM*. Join NESRA in congratulating them.



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Leaders from employee associations at Boeing and The Prudential have met with their respective counterparts and are charting a path for future success. Learn how you can structure such a meeting and develop obtainable objectives.
By Bud Fishback, CESRA and Mary Lou Panzano, RVESRA

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EDITOR'S NOTE

D ing Things Better

By Cindy Helson



In this issue we address some key topics in employee services. First, our cover story highlights the process of planning special events. Orchestrated events can get hundreds involved in celebrations of milestones or can include a select few in powerful decision-making events. Read, "Orchestrating Special Events" to see what areas need detailed planning for your next special event.

Then, the NESRA Education and Research Foundation presents a summary of the results of a recent Balancing Life Study performed by John Yardley, Ph.D. The study validates the value employees place on employee services programs. It charts how each gender is responsible for life areas and how each values employee services.

The article, Centralizing Employee Associations' Procedures and Practices, documents a trend gaining momentum these days. Large companies have employee associations at different sites. Recently, leaders of these associations have met to discuss pooling resources to maximize buying power and to minimize duplication. Bud Fishback, CESRA, of The Boeing Company and Mary Lou Panzano, RVESRA of The Prudential share their stories and outcomes of their meetings.

NESRA is proud to announce the winners of NESRA's Awards of Excellence Program on page 22. You can read more about the winners' programs in the July issue of *ESM.*

Yes, sign me up for the NESRA Announcement listserve. I want to keep abreast of NESRA offerings through this member service.

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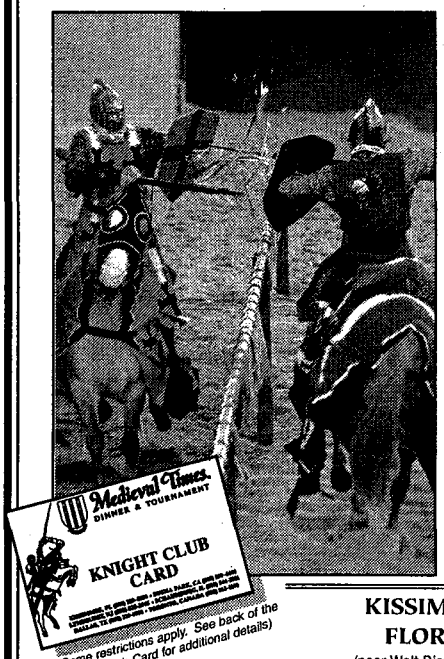
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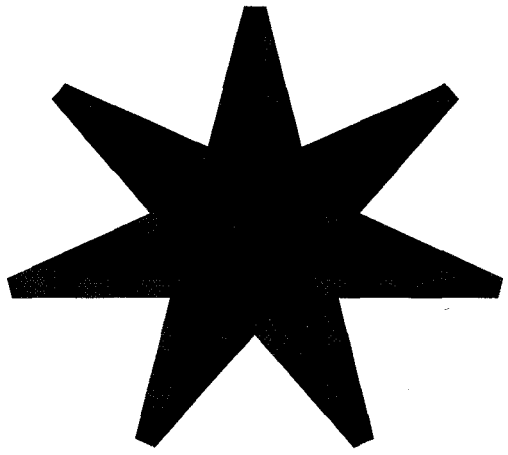
KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

"Never let yesterday use up too much of today."

Bits & Pieces, February 26, 1998

Land's End Creatively Rewards Its Employees



Formal, once-a-year recognition dinners elegantly recognize employees for their years of service or performance. But, why not recognize employees on an ongoing, regular basis? Lands' End, Dodgeville, WI, frequently celebrates success. "It is always so easy to say 'this is wrong and this is how we should fix it'," says Becky Frederick, senior recruitment development specialist, Lands' End, Inc. "Lands' End makes an effort to really single out success."

Each department/division's budget can be used to recognize achievements. "Many of our programs are not formal, they are determined by the group," explains Frederick. "It is up to the individual department—whatever works for them."

At the last quarterly meeting, CEO Mike Smith recognized several employees for a variety of successes, including one employee who took the time to shovel snow three times to make it to work after a snow storm. Smith threw the employees a squeeze ball imprinted with the words, "A World of Thanks." "It drew attention to these employees in a unique way," comments Frederick. "It wasn't that the balls cost a lot, but that the employees were recognized."

Land's End also practices these recognition programs:

☆ **In Person**—Four to five times a year, Lands' End catalog reserves one full-page for a personal, up-close feature on a Lands' End employee. That employee may work in any department and may hold any job. He or she is selected because of some special deed he did or because she is somehow involved in something that Lands' End thinks would interest its customers. This one-page editorial focuses on an employee's life at Lands' End and on what they like to do outside of work, family, hobbies, etc.

☆ **Bravos/WOW/Eagle of the Moment/Kudos**—This program within Lands' End's sales/service areas offers spontaneous recognition within departments and between departments. The award is a simple slip of paper that lists the employee's name, the date, who is honoring the employee and what the employee did. The awards can be mailed to them or given privately one-on-one or presented to their supervisor for public recogni-

Continued on page 6

Land's End Creatively Rewards

Continued from page 5

tion and posting on a bulletin board. With the Kudos program, the receiver gets a Kudos candy bar.

☆ **Personal Presidential Notes**—the CEO Mike Smith, reviews all of his personal mail. If he notes that a customer letter mentions an employee by name, he will jot a simple note to the employee and forward a copy of the letter to him or her.

☆ **Private performance by Garrison Keillor**—Lands' End is the sole sponsor of The Prairie Home Companion, a radio show that airs weekly on public radio across the U.S. Lands' End books Mr. Keillor to an annual private show at the Lands' End gymnasium in Dodgeville. He does two, two-hour performances on the same evening. Annually, 2,000-3,000 employees attend these shows and bring their families for a full evening of lively entertainment.

☆ **Individual Performance Award**—This program offers financial recognition to selected employees. There are two levels of bonuses, one where the employee did something that kept the company in a positive light with the results being short-term. The second one is where the employee came up with an idea or program that will increase revenue, save money, etc. Employees are nominated at any time by supervisors and department heads. If accepted, bonuses are turned around to the employee immediately.

☆ **Recognition**—in Lands' End's communication pieces the company regularly features employees from all areas. From employee handbooks to recruitment brochures to the Lands' End catalog, the company has pictures and quotes of information from many employees.

☆ **Special circumstances**—Lands' End's corporate sales area was so busy one year that many employees worked three or four Sundays in a row. The manager went out and bought them all sundaes for their extra efforts.

In the operations area cost was held down for the first quarter so well that the Vice President of Operations sprang for pizza for everyone in the sales and distribution operations (over 1,000 employees).

When the same division had its first $1 million day in sales, each employee of that area received a Daily Millions lottery ticket. When the kids division reached a certain sales goal, employees returned from a meeting to find three balloons at each of the 45 employee desks.

☆ **Department meetings**—Employees are rewarded when they meet or exceed goals. Departments also recognize birthdays and anniversaries.

DID YOU KNOW?

• Management is now saying that pessimists make great managers. They are thinking of things that could go wrong, therefore coming up with solutions.

(Source: The Manager's Intelligence Report, January 1998)

• If you need to call 911 (emergency service) from your cell phone, you need to check with your service provider on which numbers to call. Future regulations are supposed to guarantee that 911 will work from all cell phones.

(Source: University of California at Berkeley Wellness Letter, March 1998)

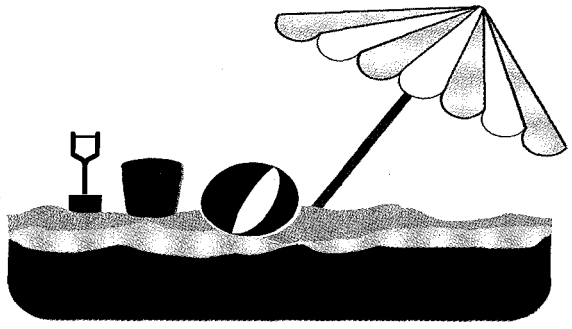
"You must do the things you think you cannot do."

Eleanor Roosevelt

Where is Your Dream Vacation?

According to *The Public Pulse*, December 1997, Americans prefer to spend their vacation by:

Going to a destination/ participating in many activities	44 percent
Going to a destination/ sitting and relaxing	27 percent
Choosing a vacation depending on needs and desires	16 percent
Staying home and relaxing	11 percent



• Insert flyers, ads and announcements from suppliers into your employee newsletter. You might charge a specific rate to cover the cost of the insert.

(Club Metro, Cleveland Metroparks, November 1997)

• Seventy-nine percent of Americans believe nutrition impacts their health, but only 39 percent say they are doing all they can to achieve a healthful diet.

(Source: ehealth, Good Health and Fitness Brought to You by Adventist Health System, Spring 1998)

Get Organized to Enjoy Life

Life is hectic, hurried—filled with work, people, schedules, objects and objectives—and sometimes very untidy. Many of us would like to have a simpler life without much clutter.

There is a trend for people to yearn for simple living or downscaling. It includes everything people are doing to improve their quality of life by simplifying, eliminating and organizing.

The first step towards simple, more organized living is reflection and goal setting. Take the time to study your current situation in an honest light. Write a list that includes areas of your life that you would like to simplify, eliminate or organize.

Next, spend some time visualizing what you would do with the extra time you would gain if your life were simpler and more organized. Even small changes such as an organized bill-paying system can gain you an hour a week that you can use to do something you like. List your ideas for how you would use extra time or money.

Using your two lists, set specific goals for simplifying, eliminating and organizing. Experts in goal-setting will tell you that to be effective, goals must be clearly defined and include a time when the goal should be met.

Now you have to act. Do something today. Psychologists have found that in order for goal-setting to work, we must immediately take a step toward the goal. With the success of even one step achieved, we are more likely to pursue the end goal.

(Source: Crier magazine, St. Paul Federal Bank, Fall 1997)

Become a Master at Being Memorable

by Patricia Fripp

Are you a memorable person? Are you the type of person people recommend for other positions, work or duties? If they don't, here are some practical steps that you should take to become a master at being memorable.

While reading these suggestions, ask yourself: How can I make each of these action steps real in my own life?

1. Create a practical philosophy. The first, and perhaps the most important, step towards being remembered is creating a practical business philosophy for yourself. Decide what you stand for; what your primary values are; how you are going to treat others at work.

Creating your own philosophy will make it much easier to make memorable decisions. You will be clear up front on how you intend to treat your employees and coworkers so they never forget you.

2. Create higher visibility for yourself. The buzzword these days for meeting people is "networking." All that really means is getting out to as many meetings and conferences in your area as possible and letting people know who you are and what you do.

Be active in these meetings so people get to know you. Take the time to make yourself visible, even when you're busy. Prospecting is a never-ending task.

3. "Wow" them with service. Give your employees great service. Give them all the support they need. Do the unexpected—and they'll always think of you.

4. Never let them forget you. While everyone sends cards at the holidays, you might send employees and coworkers cards on the anniversary of their hire. Wish them well and reaffirm the fact that it is a pleasure to work with them. Don't let your coworkers or employees feel like you've forgotten them. Otherwise they'll forget you.

So ask yourself: Am I the kind of person that people would want to do business with? Am I the kind of person people never forget? As Albert Einstein said, "Let's not strive to be people of success, but people of value." If you could give real value to your customers, your company and your community, then you will be remembered.

Patricia Fripp, CPAE, professional speaker from San Francisco is the author of "Get What You Want," and past-president of National Speakers Association. For more information, call (800) 634-3035, CA (800) 553-6556.

QUESTIONS

Q. Do you have any creative ideas to boost employees' self-confidence?

A. At Time Inc. a telephone service, Time's Self-Esteem Hotline, offers employees a self-confidence boost, reports *HR Executive*, February 1998 issue. The recorded messages offer the employees a sort of "pep talk." Among the messages are: What you do is very significant; You deserve every dollar you make; You are having a very good hair day; Your ideas are never lame; People in the elevator like the way you smell; You are known for high standards of personal hygiene; You are valuable to Time Inc.; You deserve a nice long lunch.

According to a Time Inc. spokesperson, employees get a good laugh out of the hotline, which is kept very busy.

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Editor/Production: Karen G. Beagley

D- You Wanna Trade?

by Renee Mula

The American Indians did it; it was essential in the military; and now the stock market has made it more popular than ever. Trading in business. With depleting budgets and lack of in-house resources, bartering and trading have become a popular way for corporations and vendors to "pay" for products and services. The bartering system helps keep budgets low and, if done correctly, is often a win/win situation for both parties.

Bartering With Suppliers

The circumstance is no different with NESRA Organizational Members."If there is something special I want to offer my members, I go after it," says Joan Gaffany, manager, Services and Activities, FBI Recreation Association, Washington, D.C. Gaffany occasionally barters advertising space in her newsletter in exchange for giveaways or prizes. She recently bartered with a hotel, trading advertising space for golf weekend packages at a resort located near the hotel. "If the only way I can get it reasonably is by bartering, so be it. The bottom line is that I can offer the service, product or sale to my members." Gaffany coordinates contests all year long and golf weekend packages can be given away at her golf tournament events.

She also barters advertising flyers, with her approval of content, in exchange for other items that can be used as prizes, such as televisions, stereos and gift certificates. "This benefits the Recreation Association by bringing in customers and new members, plus it gives the donating client lots of exposure to potential customers," Gaffany explains. For Gaffany, bartering is sometimes necessary to meet her association's goals.

Most businesspeople will agree that bartering must be a win/win outcome for both sides to be satisfied with the results. "You never want to be left owing or being owed," says David Dale, CESRA, human resources manager-recreation/fitness for Ashland Inc., Russell, KY. He suggests looking at all the components, including liability, hidden costs and commitment of time, before making a trade. "Bartering can be a great way to go if it fits and doesn't break company policies," Dale advises. Ashland, Inc.'s intercompany softball league needed a facility to play at, so Dale worked with their local municipality to secure the city's municipal park softball fields. In return, Dale offered the city the chance to enter teams of their employees into Ashland's softball league."We organized the league schedule and officials, and the city reserved the fields and maintained them at no cost to the [Ashland Recreation] Association," Dale explains. The benefits to the Ashland Association were a savings of $3,800 and now they have secured softball fields in an area where facilities are slim. The city did not have a program for its own leagues, but it was now able to enter teams. The result—a win/win situation.

Trading With Others

While some NESRA members barter with their vendors, others practice internal bartering. This is when one department barters services with another department within the same company. Ralph Ferrara, CESRA, manager, employee services, General Mills, Golden Valley, MN, uses internal bartering to reward experts in his company. Ferrara recently had the task of creating a new employee video, but needed help producing it. Consequently, he asked an audio visual expert at General Mills to help him in exchange for event tickets. "It's more of a volunteer situation. We couldn't afford to pay him [what it was worth], but we gave him the opportunity to do something he wouldn't normally do," Ferrara explains. The project normally would have cost the employee association thousands

of dollars, but the expert was not asking for money. The tickets were a token of appreciation.

Ferrara also barters with the promotions department for leftover premiums from past promotions. He offers them such services as being able to sign up for free aerobics classes in exchange for the items.

Kathy Fastner, employee service administrator for Control Data Systems, Inc., Arden Hills, MN, has no problem finding internal coworkers willing to barter their services in the employee store. When the Beanie Babies stuffed animal shipment comes in, Fastner already has a list of volunteers who are willing to work in the store in return for the first choice of the Beanie Babies supply. The store gets in 18-20 boxes of the stuffed animals at a time, which requires extra work in displays and setup. The volunteers set up the displays and sell and bag the items during the sale. In exchange, they get the pick of the crop. The store is too small to accommodate all the customers interested in buying the Beanie Babies, so volunteers are asked to sell them in the cafeteria too.

Fastner also trades with employee stores from other corporations in the area. The store managers go to products shows and buy large quantities collectively. As a result, if three or four employee stores split a large quantity and the cost, they each pay less for the products. Fastner adds, " If one store is not selling an item and the other store is selling out quickly, the other store will take the item off their hands."

Even one of the local NESRA Chapters is taking advantage of the bartering game. Giselle Sampson, president, NESRA of Greater Seattle, WA, bartered to pay for their regional conference material. She allowed a local design firm to advertise in the conference directory in exchange for designing the conference logo and directory. In the end, the design firm received free advertising space and it could use NESRA's brochure as an example when selling its service. "We got a quality look for practically nothing and they got both local and regional exposure," Sampson adds.

Formalized Bartering

Are you thinking about using bartering in your employee services department? There are several organizations that can give you legal and professional guidance. Many trade organizations allow you to expand your market beyond your cash-paying clients by using trade credits instead of cash. According to *How Trade Can Benefit Your Business, Questions and Answers About Barter*, published by the Illinois Trade Association, a corporation can trade their products to another member and receive credit worth the amount of the product. This credit can be used to purchase anything from other trading clients in the association. Trading associations will give you a list of their clients, allowing you to decide if the products or services available are what you often use. For corporations that want to save money on the products they buy often, joining an association is a good idea. With non-association trading, each business must want what the other has to offer, but with an association, members present trades to accumulate points.

The downside of association trading is it often takes more time to get the service than it would if you paid with cash. Service businesses must give priority to their cash business. So, trading through a trade association is not the best idea in an emergency situation. On the other hand, the Illinois Trade Association sites some uses for barter that corporations may not consider. Many of their clients use trade credits to pay employee bonuses, some of their bills, or even to clear past-due accounts receivable.

Conclusion

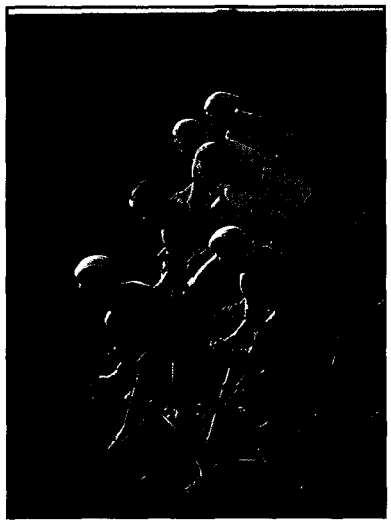
If you are interested in trading through a formalized outfit, weigh all your options by researching the businesses, associations and bartering clubs available in your area. As for one-on-one bartering, it is always wise to check company policies, clear agreements with your superiors and follow the tax laws for bartering. According to the *Tax Guide for Small Business*, published by the Department of the Treasury, Internal Revenue Service, all income received, through one-on-one bartering or through an association, must be included in your gross income for the tax year at its fair market value on the date received.



Renee Mula is the editorial assistant for Employee Services Management *magazine at NESRA Headquarters in Oak Brook, Illinois.*

Orchestrating *Special Events*

By Martin Greenstein









Shakespeare wrote, "To be or not to be; that is the question." Whether 'tis nobler to plan and accept the accolades for a success, or to fail to plan and have to make excuses is, indeed, quite another question. Planning an event, regardless of its size, requires strategic reasoning, event design and very precise recording of the reasons you intend to do things, the timing you anticipate and the things you plan to do. The host and the guests never want to hear "Oops..." They only want to say it was great...NOT why you were late.

One would think that planners would learn from errors of omission that kept past events from being as successful or extraordinary as they were promised to be.

No one plans to fail...but so many fail to plan (and then follow the plan). What makes an "*Oops*"? (or an Almost or a Should've Been?) What makes an event *Hit the Jackpot*?

How do you get it right the first time? Imagine your company has presented you with the challenge: there is to be a major change and you must create an extraordinary event that helps *communicate and establish it.*

This calls for a strategy; you know you can call a professional who will assemble the elements (produce the event), control its performance and interact with the caterer, decorators and audio visual operators (manage the event). But ultimately, you are responsible for the event's success. You still must understand the process and make the key decisions.

- Anniversary Celebrations
- Awards Banquets
- Ceremonies
- Corporate Olympics
- Company Picnics
- Grand Openings
- Open Houses
- Holiday Parties
- Health Fairs
- Theme Parties
- Mystery Trips
- Vendor Fairs

Keeping this in mind, let's examine the five elements of special event design and production:

1. **The strategic plan:**
   What is the message?
   Why are you having this event?
   What are the event's goals?
   Is it possible for the event to meet your goals?
   Is there a story that this event must tell?

2. **The event design:** Now that you know why you are creating the event, you can begin to design the elements.
   Who are you inviting?
   What will the decor consist of?
   What type of food will you offer?
   How will you offer it? Will it be a buffet, a sit-down banquet or a cocktail style presentation?
   Do you need entertainment? If so...
   What will the entertainment be?
   Will it be ongoing or intermittent?
   How can the entertainment be programmed to be part of the presentation?
   Can it help tell your company's story?
   Can the decor or decorative environments contribute to making your point?
   What venue can host the event that you have designed?

3. **The event production:**
   Who will assemble the team of professionals/ volunteers?
   Who will they answer to?
   Will the areas of responsibility be divided?
   Who is (or are) the decision maker(s)?
   Do you have a communications line in place?

4. **Supply:**
   Who are the actual suppliers? Do you have any input in the selection process?
   To whom will they report, and how often will that person report to you?
   Who will be responsible for quality control of...
   A) Products
   B) Services: including food, audio visual, entertainment, decor and security
   C) Quantities
   D) Event timing
   E) Photography (Still and Video)
   F) Set-up and break-down schedules
   G) Safety

5. **Event Management: *Who will coordinate the day of, on-site elements:**
   A) Food
   B) Entertainment
   C) Installation of Decor
   D) Electronics (A/V)
   E) Coordination

*Do you have an on-site action plan for those unexpected "special needs that the boss just remembered?" *Do you have an on-site communications network? *Have you made plans to have someone certified in CPR and crisis management? *Will you know how to direct emergency vehicles to your site?

Now, you can begin to look at some of the specifics and pitfalls, as they relate to the events that are most commonly produced for corporations.

On page 13 are some of the questions that lead to success when planning different types of events. Please note that many of the questions apply to all events. Then, turn to page 14 to see a Graphics checklist that can help you identify your sign needs for an event.



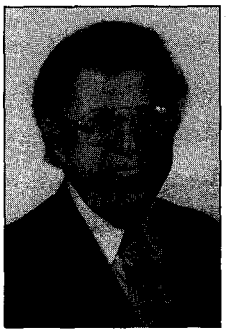
Conclusion

These questions and answers are merely the tip of the iceberg. Once you get to the specifics of the event, merge it with your mission and match it with your corporate culture, additional questions will arise. Remember the only dumb question is the one you do not consider.

Key Questions To Ask For Any Special Event

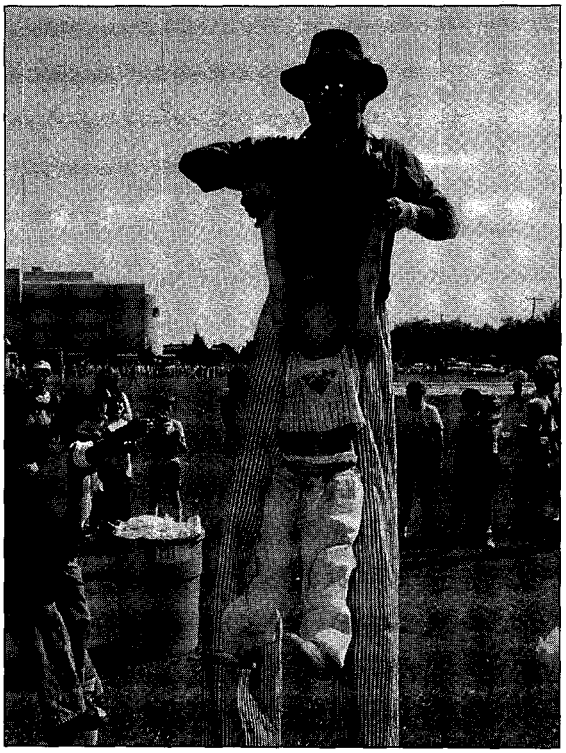
Whether you are planning a holiday party, company picnic or awards banquet, answer these questions:

- What are the goals for this event?
- Do you have a theme? Is it a non-exclusive theme? Has the theme been designed to support your mission?
- Is the event going to be all fun or is there a mission?
- Are you only inviting your employees, or are their families, significant others or outside guests invited?
- What is the dress code? Is it to be black tie, business or casual attire? Did you tell the invitees about the dress code?
- Did you consider the way your invitees generally dress for work and did you allow enough time for them to get ready?
- Where are you going to have the event? Will it accommodate all that are coming and all that you have planned?
- How will your guests get there, where will they park?
- Will it be a cocktail party, buffet or a sit down dinner?
- What will you do to keep your guests from standing in long lines?
- Do your guests have to report to work the next morning or can they sleep late? Will the program wear them out?
- Will you present soft music for listening or is it to be dancing 'until the wee hours?
- Have you planned static or interactive entertainment?
- Is the entertainment planned for all age groups invited?
- Are you going to use this event to have an adult team-building experience?
- Are you going to use this opportunity to distribute commemorative gifts with company logos?
- Will you be performing raffles? Do you need prizes?
- If the weather is going to be a factor, have you put in place and communicated a rain plan?
- Have you made arrangements to transport those returning home who may need assistance?



Martin Greenstein is the president of Enchanted Parties, Ronkonkoma, NY and a 10-year NESRA member. He can be reached at (516) 467-6628.





Special Events Graphics Assignment Sheet

Use this worksheet to chart your signs and other graphics elements for your event.

ASSIGNED TO

DEADLINE

____Determine graphics needs, complete designs and order:

____Business stationery
Quantity _____

____Media release letterhead
Quantity _____

____Invitations—number _____

____Tickets—number _____

____Brochures, pamphlets, other handouts
Quantity _____

____Advance promotional signs
Size _____Number _____
Size _____Number _____
Size _____Number _____

____Posters
Number _____

____Banners

Size _____Number _____
Copy _____

Size _____Number _____
Copy _____

Size _____Number _____
Copy _____

____Printed programs or event schedules
Quantity _____

____Facility and crowd-directions signs

Size _____Number _____
Copy _____

Size _____Number _____
Copy _____

Size _____Number _____
Copy _____

____Other _____

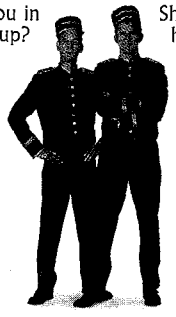
Notes, Special Instructions

Source: Special Events Inside and Out, Second Edition, by Steven Wood Schmader and Robert Jackson. To order, send $19.95 (NESRA member) or $26.95 (non-member) to NESRA Headquarters, 2211 York Road, Suite 207, Oak Brook, Il 60523-2371.

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Balancing Life:

Some Highlights From the NESRA Life Area Conflicts Survey

By John Yardley, Ph.D.

Life is not getting any less hectic for most of us. Companies, managers, employees and families all are feeling the pinch from having to do more, or the same, with less. It is a well-known fact that the "Leave it to Beaver" situation of Dad at work, Mom at home, and the kids growing up is the minority of households in the U.S. today. In the 1950s and 60s it was envisioned that as we headed into the new millennium that we would be faced with a life of leisure. Today's reality, however, is that we do not have a "leisurely" life. Most of us are facing longer commutes to work, work-hours at least as long as 2-3 decades ago, partners who work too, or we are alone, working, with child and eldercare responsibilities.

The Study

Given these sorts of realities the NESRA Education and Research Foundation supported a study of National Employee Services and Recreation Association member companies' employees to better understand the interaction of work, family, and personal responsibilities— referred to in this article as life areas. The following article highlights some of the key findings of this study, which are based on 209 surveys from employees at 44 U.S. based companies, completed in the Summer and early Fall of 1997.

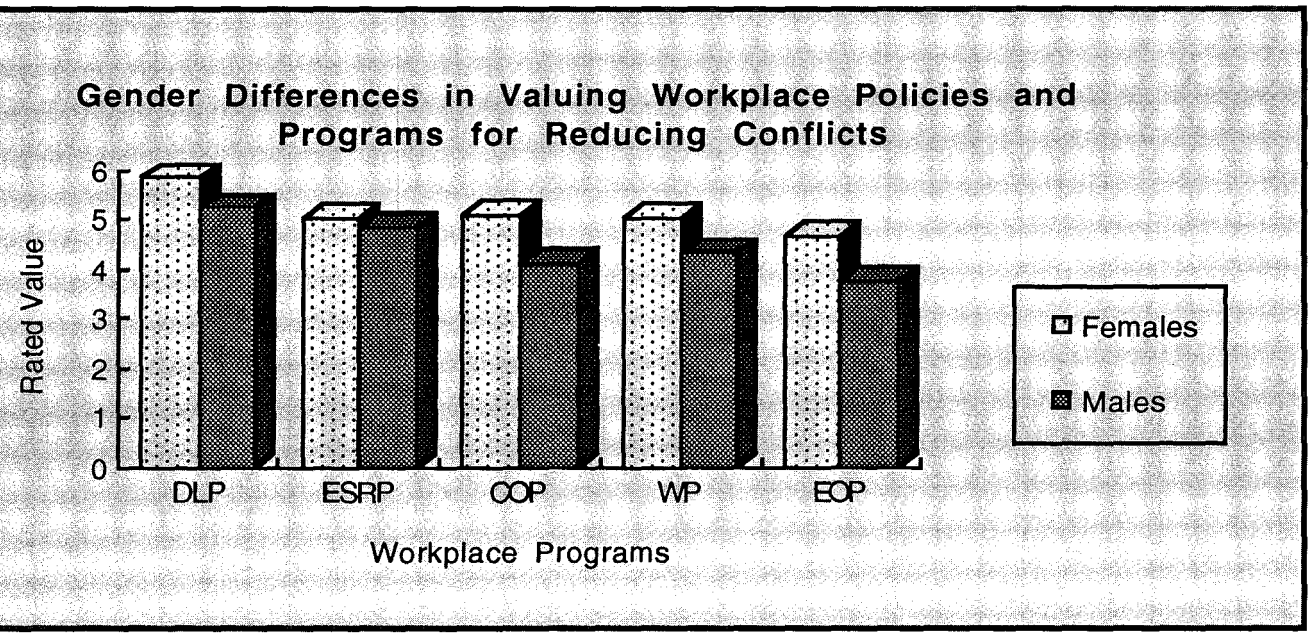
The respondents had to have at least "one family responsibility" such as being in a married-like situation, and/or had a child responsibility, and/or had an elderly parent responsibility. The majority of respondents were women (65.1 percent), the vast majority were living in a married-like situation (85.4 percent) a further 10 percent were divorced or separated), three quarters had at least one child at home (74 percent), their average age was 40 years, and the average combined before-tax family income was $69,000.

Value of Family Friendly Work Policies and Programs

The value of 24 different work policies and programs for reducing work-family-personal conflicts were obtained from the respondents in the survey. The following results are, by necessity, simplified and obtained by collapsing results from across similar types of policies or programs.

Five different general categories are reported. Employee Services and Recreation Programs (ESRP) are based on programs such as recreation, fitness and service programs. Child Oriented Programs (COP) are programs such as childcare, referral services and after-school programs. Elder Oriented Programs (EOP) are referral services and facilities. Disability and Leave Policies (DLP) are medical, disability and maternity leaves. Work Policies (WP) are based on policies such as flextime, working at home and job sharing.

All programs and policies reviewed in this study were considered by employees to be valuable for reducing life area conflicts. As expected, disability and leave policies such as short-term disability leave and maternity leave were rated the most valuable. However,



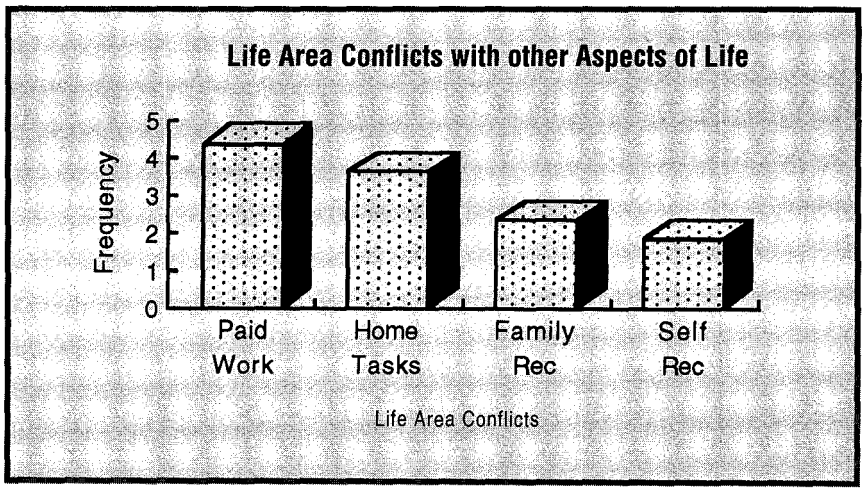
Employee Services and Recreation Programs (ESRP) were rated highly also. It is important to note that employees rated these programs as highly as common workplace policies (WP) such as flextime, work-at-home and job sharing. Clearly, employee services should be promoted for their benefits for dealing with work-family-personal conflicts. Child Oriented Programs (COP) such as childcare and summer camps were highly rated too, however, Elder Oriented Programs (EOP) were less highly rated, probably due to the younger average age of the respondents (40 years), which means for many of these employees' responsibilities were probably not yet strongly apparent.

It is important to note there were strong, clear, consistent gender differences in the ratings of the values of the various work and employee programs. Women rated these family friendly policies and programs much more highly than men. Women rated 14 of the 24 policies and programs significantly higher. These differences should be kept in mind when promoting such programs because, if decision-makers are men, then they will perceive such programs as being less valuable than women.

Occurrence of Life Area Conflicts

In this study, the respondents were asked to respond to a series of questions that asked how frequently responsibilities, or roles, in one area of life interfered with another. For instance, they responded to a statement about whether paid work responsibilities took up time they would rather spend performing self-recreation such a conflict was called a "paid work conflict" because paid work is conflicting with another area of life, in this case self-recreation. Another example of the type of conflict measured was "home task conflicts," which was measured with a response to a statement such as "my home task activities interfere with my family recreation responsibilities." Four life area conflicts were assessed with three questions for each life area (paid work, family tasks, family recreation, and self-recreation). The direction of the conflict was also assessed. For instance, paid work can interfere with self-recreation, but it is also possible for self-recreation to interfere with paid work.

This study confirmed the widespread occurrence of conflicts among major life areas. In particular, the results of the study demonstrated that paid work reaches into



Paid work interfered with other life areas 2-3 times more than other life areas interfered with paid work.

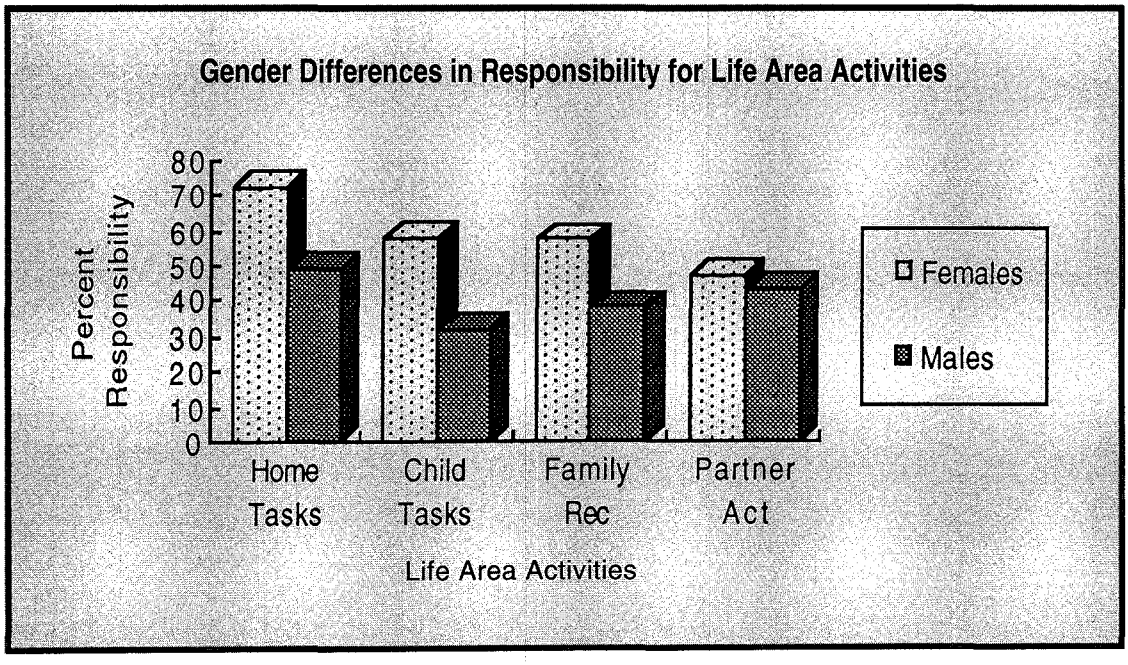
other areas of life, with particularly strong impacts on family recreation and self-recreation. Paid work interfered with other life areas, 2-3 more times than other life areas interfered with paid work. i.e., paid work wasn't affected to the same degree by other areas of life (50-75 percent less frequently affected). These results indicate that the conflicts of work, family and self responsibilities are asymmetric with family and self recreation being the areas of life most affected.

On the one hand the difference in conflict frequency makes complete sense. Usually work and home tasks are responsibilities that just have to be met, whereas family recreation and self recreation are relatively flexible and somewhat discretionary, so those areas are the ones most affected. On the other hand if work, or home tasks become too demanding, as they often do, then the restorative and health related activities, in which we need to be involved, may suffer. These "balance" areas (family and self-areas) of life are needed for a healthy life and have to be carefully guarded. This guarding and balancing is, for sure, the responsibility of the individual employee, but it should also be a concern of managers, work organizations, and employee services practitioners.

Men reported significantly higher levels of conflict than women for five of 12 potential comparisons. They reported that home tasks, family recreation and self-recreation conflicted more with paid work, and that their self-recreation conflicted more with home tasks and family recreation than women. That men report higher levels of conflicts is somewhat counter-intuitive. The majority of the differences were for other life areas interfering with paid work, yet women reported higher levels of child and family responsibilities, spent more time in child tasks, and slightly more hours in home tasks and family recreation. Men and women reported working very nearly the same average weekly hours (40 and 39 hours respectively). One explanation for men perceiving higher conflicts is because they are less accepting of the conflicts from those life areas impacting on their work. On the other hand, another plausible explanation is that the women in the study may be socialized to accept the greater responsibilities and hours they report and, therefore, do not perceive those responsibilities to be conflicting as much as men would.

Gender Differences for "Time" and "Responsibility" for Life Areas

As noted above, there were gender differences for time spent in life areas and responsibilities for activities in those life areas. One interesting finding from this study is that when men and women were asked to report how many hours a week they spend in seven



different activities (i.e., home tasks, child tasks, personal activity with partner, family recreation, paid work, self-recreation, and volunteering) only one statistical difference was reported. The difference was for child tasks. Women reported spending 19.2 hours per week and men reported 9.6 hours per week. However, a different "picture is painted" when the respondents were asked to report on how responsible (e.g., planning, organizing) they were for four home tasks, child tasks, personal activity with partner, and family recreation.

In all four activities, women clearly reported higher responsibility with all but personal activity with partner being strongly different. Time measures, therefore, are probably underrepresenting women's contributions in at least two life areas: home tasks and family recreation.

Conflict Impacts on Ability to Perform Life Area Responsibilities

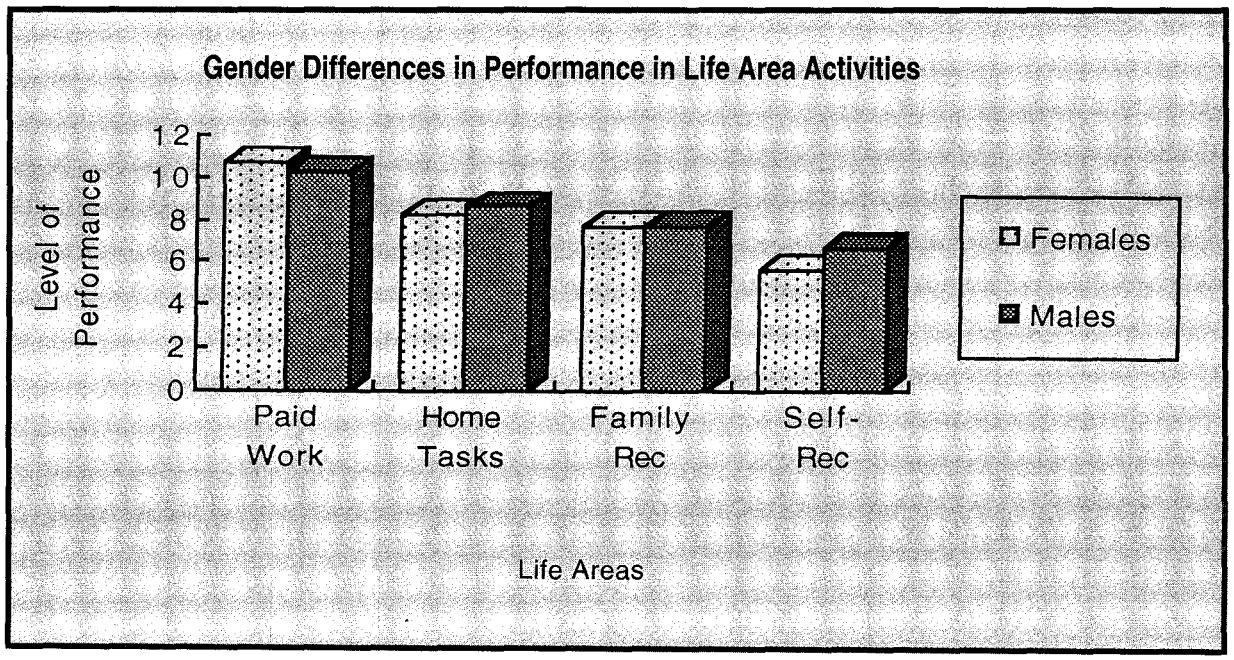
Life area performance was ascertained by asking the respondents to indicate how often they felt they met expectations, met needs, and fulfilled responsibilities in four areas of life (paid work, home tasks, family recreation, and self-recreation). The results reinforce the dominance of work in people's lives, since out of a maximum score of 12, only paid-work average performance is high (10.59). Correspondingly lower average levels of performance occurred for home tasks (8.36), family recreation (7.64), and self-recreation (6.03).

Tellingly, the only gender performance difference occurred for self-recreation where women reported lower (5.69) met needs, expectations and responsibilities than men (6.64). However, men, too, expressed lowered performances for self-recreation, suggesting that both men and women sacrifice in the face of work demands and family responsibilities—just that men sacrifice less than women. Clearly, this is an area of employee need that could be met by recreation programs offered by employee services practitioners.

Outcomes of Life Area Conflicts

The long-term outcomes of life area conflicts cannot be established from this study. However, the study's results provided consistent strong correlational evidence of widespread associations among life area conflicts and a wide variety of work, family, and personal outcomes. For instance, higher levels of life area conflicts were strongly and positively associated with negative mental well-being (e.g., feeling distress, frustration, guilt, and upset). As might be expected, higher levels of life area conflicts were strongly and negatively associated with positive mental well-being (e.g., feeling alert, determined, enthused, and excited).

In all four activities, women clearly reported higher responsibility with all but personal activity with partner being strongly different.



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Nonsignificant, but consistent positive trends were found for physical symptoms (e.g., headaches, nausea, fatigue) and higher levels of conflicts. One set of life area conflicts that were nonsignificant across all nonwork outcomes were paid work conflicts with other areas of life. These patterns of results seem to indicate that paid work conflicts are somehow "OK" or "accepted," whereas conflicts among other life areas, or from other life areas impacting paid work, are "not OK," which in turn leads to the negative outcomes found in this study.

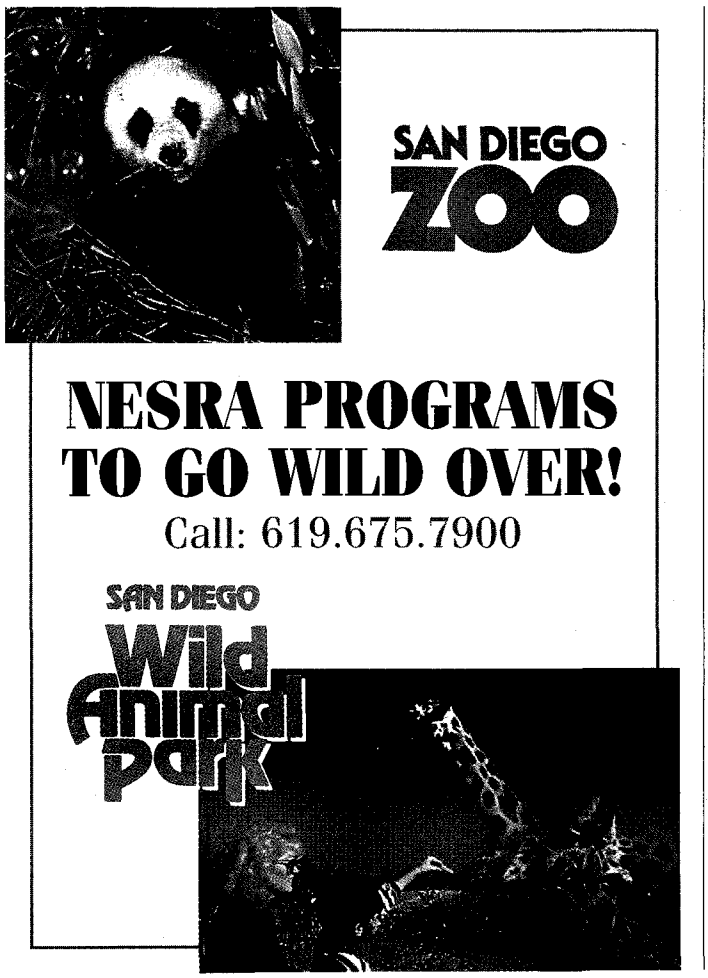
Some work outcomes are associated with life area conflicts. Compared to other life areas, fewer statistically significant relationships were found, but work absence and tardiness (i.e., leaving early and arriving late) were greater for higher levels of conflicts. Note, earlier it was indicated that work performance was not associated with levels of conflicts. So work is somewhat unaffected by life area conflicts, i.e., work performance was not affected but absence and tardiness were affected. However, other areas of life are quite consistently affected.

Conclusion

In summary, several disturbing trends emerged from the results of life area conflicts with various outcomes. Work absence and tardiness (i.e., arriving late and leaving early from work) is associated with increased life area conflicts. Reported work performance, on the other hand, appears not to be associated with differing levels of life area conflicts. Instead, employees indicate that other areas of life performance are associated with life area conflicts —home, family and self areas of life. All life area satisfactions were negatively associated with increased life area conflicts. Finally, well-being was negatively associated with life area conflicts.

These results dramatically indicate the potential costs of high levels of life area conflicts. The workplace is affected by absence and tardiness caused by conflicts. The more life area conflicts the more negative effects on employees' families and personal lives. Especially disturbing is the negative association of high levels of life area conflicts for emotional health. The probability of these life area conflicts being causally implicated in work, family, interpersonal, and personal health problems is quite high. Therefore, employers and employees must take steps to reduce these types of conflicts and, by association, improve the performance, satisfaction, and well-being of all concerned.

This study indicated that employee services and recreation programs and workplace policies and practices can reduce the effects of life area conflicts. Results from this study have demonstrated consistent links to health, work, family, and personal outcomes that are strongly related to these conflicts. Forward looking corporations should, therefore, take steps to implement, or improve, work practices and policies and employee programs in order to improve work productivity, assist family life, and improve personal health. These policies and programs are classic examples of win/win approaches to managing employees. Work, family and personal lives are closely interconnected and the benefits of such family friendly policies and programs are far reaching.





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State Farm Insurance Company
Bloomington, IL
"State Farm Activities Association"
Brenda Toland, volunteer board member
Helen Patton, supervisor II—activities human resources & board member

Innovative Program Award

Dallas Texins Association
Dallas, TX
"Texins Recognition Program"
Teri Mayfield, recognition program manager

Research/Benchmarking Award

SmithKline Beecham
Philadelphia, PA
"Life Management Center Concept"
Connie Dougherty, CESRA,
employee services specialist

Employee Store Award

$100,000-$500,000

Mitsubishi Motor Manufacturing of America
Normal, IL
"MMMA Employee Activities Committee"
Peg Hubbard Fink, EAC coordinator

$500,001-$1,000,000

American Greetings
Cleveland, OH
"The Smart Shop"
Marge Albrecht,
plant employee card shop coordinator

Over $1,000,000

Project Employees Recreational Association (PERA)
Phoenix, AZ
Kemp Ellis, general manager

Chapter Merit Award

Employee Services & Recreation Orange County (ESROC) Inc.
Orange County, CA
Carol Schultz, president

NESRA of San Antonio
San Antonio, TX
Denise Staudt, president

Leonard R. Brice Superior Merit Award

Tampa Bay / Suncoast Chapter of NESRA
Tampa, FL
Brenda Geoghagan, president

NESRA of Greater Seattle
Seattle, WA
Giselle Sampson, president

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by Robert Jackson and Steven Wood Schmader

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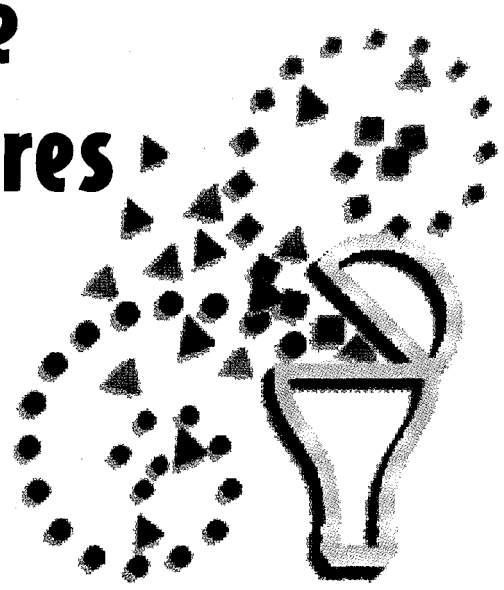
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Centralizing Employee Associations' Procedures and Practices



Read two case studies of how large companies gathered employee association leaders to maximize buying power and minimize duplication efforts. First, is the story of The Boeing Company's association, Shared Services Group (SSG). Next, is a summary of how The Prudential's associations formed PERA, The Prudential Employees Recreation Association.

B-eing Recreation Synergy Team Meeting

By Bud Fishback, CESRA

December of 1996 was a busy month for The Boeing Company. On December 6, 1996, Boeing purchased Rockwell's defense and aerospace units. A short nine days later, Phil Condit, CEO of The Boeing Company and Harry Stonecipher, CEO of McDonnell Douglas announced the plan to merge the two aerospace giants. Over the next nine months, the United States Federal Trade Commission approved the merger, the European Commission approved the merger, and the shareholders of Boeing and McDonnell Douglas approved the merger. A short nine months later, on August 1, 1997, the merger was complete, but the work had just begun.

Since August 4th, when day one of operations began in the "new" Boeing Company, the employees have faced many challenges associated with the merger. As a result of the merger, management expects significant cost savings, elimination of duplication of services, and employees to work toward the goal of "one company."

The New Boeing Company

Based in Seattle, The Boeing Company is the largest aerospace company in the world, as measured by total sales, and the nation's leading exporter. Boeing is the world's largest manufacturer of commercial jetliners and military aircraft, and the nation's largest NASA contractor. The company has an extensive global reach with customers in 145 countries and operations in 27 U.S. states. Worldwide, Boeing and its subsidiaries employ more than 238,000 employees.

Recreation programs throughout Boeing are part of an organization called Shared Services Group (SSG). The mission of SSG is to "provide common services in an innovative and effective manner to give Boeing a competitive advantage." With the addition of Rockwell and McDonnell Douglas, Boeing instantly became a company with at least three different ways of doing almost everything. This variation in approach drives up costs, while reducing that variation provides an opportunity to bring costs down.

With this in mind, "synergy" teams began to form. Examples of these synergy teams that have met or are meeting are Food Services, Employee Store, Travel Services and our organization, Recreation. These teams bring together subject matter experts from specific organizations from the "new" Boeing to work toward standardization, share best practices, and ultimately achieve merger savings. The goal put forth by our senior leadership is to save $1 billion over the next three years.

The Recreation Synergy Team

Through our involvement in NESRA, we were aware that McDonnell Douglas had recreation programs similar to ours in St. Louis and Southern California. We had met at previous NESRA Conferences, both at the regional and national level. We knew that getting together to discuss our programs would be mutually beneficial.

When the idea of gathering recreation staff from across Boeing first came about, the purpose was to share best practices and to get to know each other and our various processes. However, over time that changed, and we focused on more specific, measurable outcomes.

The first thing we needed to know was who would participate in the meeting. The sites that sent representatives were Philadelphia; St. Louis; Wichita; Corinth, TX; Mesa; Long Beach; Huntington Beach; and Puget Sound. Some of the sites sent just one representative, while other sites sent as many as three.



Through our involvement in NESRA, we were aware that McDonnell Douglas had recreation programs similar to ours in St. Louis and Southern California.

Two months before the meeting, we contacted a facilitator from the Organizational Development group at Boeing. Facilitator Michael Lindfield agreed to work with us. Through his leadership and expertise, we began working on the specifics of the meeting. Lindfield used his expertise of working with groups, organizations and teams to lead us to success.

We sent a detailed questionnaire to each of the attendees. The purpose of this was to gather as much information about their specific programs before the meeting. We then packaged the responses together and mailed them out to the attendees. This cut down considerably on the amount of time we would need to get acquainted at the meeting itself. As a result of their responses and direction from our senior leadership, we developed a team objective, goals and our desired outcomes.

Synergy Team Objective

Our objective is to work together with our counterparts enterprise-wide in a way that will assist Shared Services Group in reaching its goal and achieving its mission.

Session Goals

1. To achieve cost savings for Boeing through standardization of processes and shared resources.
2. To support the SSG mission by providing common recreation and discount services in an innovative and effective manner to give Boeing a competitive advantage, while having more involved employees.
3. To share best practices in an effort to deliver services better, faster and cheaper.

Desired Outcomes

1. Establish an agreed upon enterprise-wide employee discount program.
2. Develop an agreed upon enterprise-wide use of company procedure GB-ACC-201 (Employee Recreation).
3. A decision on whether it makes sense to have a "one-size-fits-all" approach to company funding and funding guidelines for recreation clubs.
4. Achieve cost savings by working toward standardization of company liability insurance policy to support recreation clubs.

We had also narrowed our topics down

Table 1

from 11 to four. Lindfield encouraged us to limit our agenda to those topics that would help us achieve the session goals. With only three days to meet, we selected those items where the most was at stake.

The Meeting

◆ **Day One**

We began with introductions, a review of our goals and objectives and 10-minute program overviews from each of the specific sites. We then reviewed the company procedure that addresses recreation. Only the Boeing Heritage (Seattle, Wichita, Philadelphia) sites were using this document, but the desired outcome was to have this procedure used by all groups in the new Boeing. The main areas of difference had to do with 1.) the requirements to be recognized as a club and 2.) eligibility for club membership. We did achieve agreement that all sites should follow this procedure, once the revisions were complete. We identified the following benefits of having one policy:

1. It shows the Boeing Company's support for Recreation,
2. The mobility of the workforce within a global company is supported by a standard policy,
3. The volunteers know the company is behind them and,
4. It shows the Boeing Company's willingness to invest in employees.

◆ **Day Two**

In an opening address, Jim Dagnon, senior vice president of the People Organization (formerly Human Resources) energized the group with his vision and validated our meeting. It was a great way to start off day two.

We continued with the review of our company procedure. We then moved on to the topic of insurance. The desired outcome was to have one liability policy cover all clubs at all sites. Currently there are multiple policies. Steve Larsen from our Company Offices Insurance organization gave a presentation defining the coverage available to all clubs and stated his desire to have one policy for all clubs. This would save Boeing money in the long-run. Another benefit to having one policy is that the company will provide insurance for all clubs at no cost to the club itself. Currently, in some areas, the individual recreation clubs pay for their own liability insurance, while in other areas, the company pays for it. We agreed to

Attendees to Boeing Recreation Managers Meeting

Boeing, Seattle, WA
Chuck DeSteunder—Puget Sound
Bud Fishback—Puget Sound
Matt Mason—Puget Sound
Gary Walk—Puget Sound

Boeing, Philadelphia, PA
Megan Kilgore
Gloria Steltz
Terry Swinney

Boeing, Wichita, KS
Steve Richards—Wichita

Boeing, Corinth, TX
Phil Pallone

McDonnell Douglas, Long Beach, CA
Darian Dominguez
Kay Miller
Jerry Robinson

McDonnell Douglas, Huntington Beach, CA
Linda Wright

McDonnell Douglas, Mesa, AZ
Donna Benedix
Mary Lou Sherwood

McDonnell Douglas, St Louis, MO
Debbie Toney



one policy, thereby achieving another one of our desired outcomes.

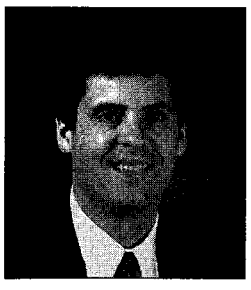
In the afternoon, we worked the issue of discounts. The desired outcome was to have a company-wide discount program. By pooling our numbers, Boeing now could have more leverage with 238,000 employees than with fragmented populations of individual sites. Each of the attendees gave a presentation on how they manage discounts. Chuck DeSteunder, CESRA, is the Puget Sound manager for our Discount Program and he presented information on our RecSport Discount Program. RecSport is a vendor that, among other services, publishes a discount guide for our employees in Puget Sound. While not all sites agreed that they would use RecSport, we agreed to continue to study how we can best position the Boeing Company in the discount arena, so our employees can achieve greater savings.

◆ **Day Three**

We had one half day to discuss company funding and summarize the meeting. While it would be nice to eventually have a standardized method for funding clubs at all sites, the consensus was that each site would continue using their current method. The different funding sources included company overhead, profits from employee store, profits from food services and exclusive dues and fees of club members.

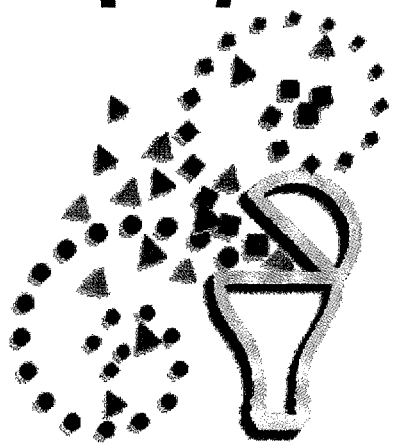
Summary

The opportunity to spend three days with colleagues within the Boeing Company was a valuable experience. The meeting structure eliminated the "us" and "them" mentality. We truly are one company, and while there is more work to do, from a Recreation standpoint, we're off to a great start.



Bud Fishback, CESRA, is recreation manager for The Boeing Company. He can be reached at (206) 655-1952. Fishback serves as the Western Region Director on NESRA's Board of Directors.

A Case Study: The Prudential Employee Recreation Association



By Mary Lou Panzano, RVESRA

The Prudential combined employee associations from various sites into one association called PERA (Prudential Employee Recreation Association).

Many companies have employee clubs that offer recreation, discounts and family activities for employees often in disparate locations. This can be difficult to manage from a company-wide perspective.

But, what if you took the combined talents of the people running the clubs, and brought them together as one? What would a company gain by doing this? How can it affect the company's competitive advantage and business results?

This article presents a case study of Prudential's consolidation of its employee associations. Prudential employs a philosophy that employee satisfaction leads to customer satisfaction that improves business results. It also recognizes that many people prefer to work for a company committed to continually improving the work environment. We want to be considered an "employer of choice," so we can attract and retain the best talent. We believe our consolidated employee association can help us achieve that.

Why Consolidate?

To help identify how procedures were implemented and what changes have been made since the consolidation, the reasons for Prudential consolidating its recreation associations are identified below as well as "before" and "after" descriptions. Here are the primary reasons for consolidation:

1. **To build consistency in practice—**

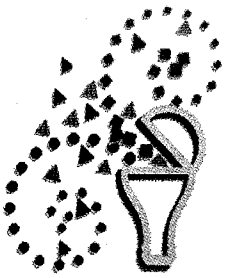
   ◆ **Before:** Prudential had about 20 employee associations in major offices in the U.S. Each had its own name, set of bylaws, checking account, financial reports, structure, programs, and so on. It was nearly impossible to track and measure the impact of the programs company-wide.

   ◆ **After:** To help us better manage the association, we combined them into one. We call it PERA (Prudential Employee Recreation Association). Human Resources can now track and monitor activities and participation, company-wide. It was important for the company to continue to have volunteers run the PERA sites to best serve their local employees. However, from a control perspective, we wanted one set of guidelines for centralized financial reporting and consistency.

2. **To strengthen communications—**

   ◆ **Before:** None of the employee association presidents knew each other, and they were not able to share their experiences with one another. If we made a mistake or had a great success, no one learned anything from it.

   ◆ **After:** The presidents of the PERA sites met for the first time at a conference earlier this year. The presidents shared



Our HR senior managers are aware of the value of PERA and they can influence local managers in a positive way to support local PERA activities.

their program ideas, pitfalls, and successes with one another, and they now have a network of Prudential experts upon which to draw.

3. **To improve education and professional development for volunteers—**
◆ **Before:** Volunteers handling PERA activities had varying levels of experience in managing employee services. Most became involved by learning on the job. We did not have a system for developing employee services practitioners and lost time and energy training people. A majority of PERA volunteers never heard of NESRA, for example.

◆ **After:** The more experienced volunteers can now teach those with less experience how to take advantage of products and services out there. Now they know about NESRA, and we have a mechanism for educating the whole PERA team on employee services management.

4. **To share programs company-wide—**
Before: There was no way for one association to know what another association was doing unless someone happened to find out. We were duplicating efforts and sometimes underselling events and trips, and that costs money.

◆ **After:** We are now developing an intranet site for PERA. Imagine having PERA-Jacksonville negotiate a trip to Spain for 200 employees rather than 40. Not only can we save the employees money, but people from all over Prudential can participate and meet other Prudential coworkers. The impact of having that capability—being able to build employee relationships beyond the scope of a person's job and learn about other parts of Prudential—is very exciting. Prudential staff could spend too much time and money doing this. A trip can do the same in a more meaningful and memorable way.

5. **To enjoy greater volume discount savings—**
◆ **Before:** We saw great discrepancies in the amount of savings we could generate for the company. For example, we had several different bowling leagues, one in almost every office. Each association purchased its own bowling shirts and subsidized them differently in each office. We should have been able to take advantage of volume discounts for premium items.

◆ **After:** We now have a mechanism to communicate with one another about purchases. For example, PERA-Newark may buy T-shirts for an upcoming event. The PERA-Newark volunteers can now contact the others via e-mail, let them know about the order, and invite them to place orders, too. We can save thousands of dollars if we collaborate on group orders.

6. **To renew management support—**
Before: Employee association programs are only as good as their volunteers and the managers who support them. Some associations were well supported, others were not. Not only does this affect the overall success of the program, but as Prudential people transfer from office to office, they would experience different levels of program offerings and activities.

◆ **After:** Our HR senior managers are aware of the value of PERA and they can influence local managers in a positive way to support local PERA activities. Management support for PERA programs is building. Increased support builds morale, increases productivity and improves employee satisfaction. PERA has an opportunity to improve employee satisfaction at the local office level, which we hope can permeate the whole company.

7. **To improve volunteer recognition—**
◆ **Before:** Volunteer recognition was handled at the local association level without any consistency. Some associations did much more for their own volunteers than others.

◆ **After:** We can now set guidelines for recognizing PERA volunteers that are consistent across the company. Doing this will elevate the prestige of holding a PERA board position because senior managers in HR are more aware of the volunteer efforts of PERA Board and committee members. These volunteers can receive senior management's recognition and

exposure for the results they achieve in the success of their programs.

Conclusion

Can employee associations affect the outcome? I would argue, yes. People want to work for companies that are growing and are paying attention to their employees and value their contributions.

For Prudential, consolidating the associations was a major step. PERA is receiving senior management attention as a result of the consolidation, and that is already having a positive impact. For example, Prudential will have a representative from virtually every PERA site attend his or her first NESRA conference this year. That's management support!

Prudential has supported its employee associations since 1911 and that support continues today. We are confident that the consolidated PERA will strengthen the program and lead to improved employee morale and satisfaction, and that will have a positive impact on the bottom line. Prudential human resources management is working on creating methods to track and measure success, and we are confident we will see that success as early as this year.

For more information about Prudential's PERA consolidation effort, contact Mary Lou Panzano, RVESRA, Prudential, at (973) 802-2913. Panzano holds a Director at Large position on NESRA's Board of Directors.



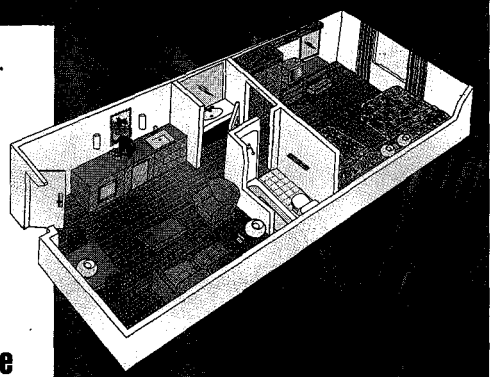
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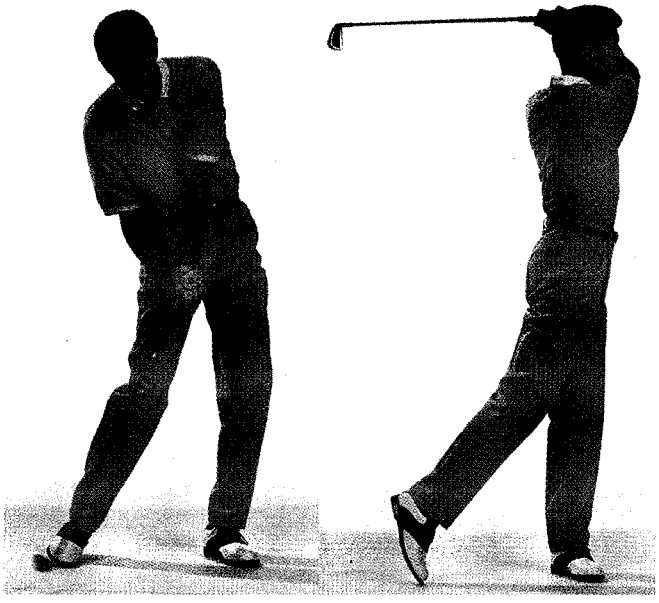
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Choosing the Right Golf School



With Summer coming, more employees may be looking into taking up golf. Here are some tips on how to choose a golf school.

By Doug Weiner

In every golfer's experience, there will inevitably come a moment of truth. It can happen anywhere—on some tee box at the local municipal course or on a fairway in Augusta. But it will happen. Somewhere out there on some perfect afternoon, that golfer is going to hit a perfect shot.

For many golfers, it is a recurring, but occasional experience and there are many factors that contribute to the frequency at which those perfect shots occur. Dave Bisbee, executive director of Proformance Research Organization (P.R.O.) in Denver, CO calls these, "Performance Factors."

People want to improve, that's the bottom line. This seems to be what golf school marketers appeal to. It should be, however, that golf school advertising includes a "buyer beware" statement. You (the consumer) need to ask yourself what you want to accomplish by going to school. In other words, what are your expectations? What are you willing to invest in time and money to achieve it? Then, start dialing up the schools. Don't just have them send you the information, ask them some specific questions.

1. **What is their instruction based on?**
   If it is method-based, beware. The experience here is usually tearing down your swing, then trying to rebuild it based on the method. If you can't perform, you become confused and worse off than when you got there.

   Process-based instruction is the best. Your swing may still go through some major renovation, but the result will be a swing built upon your assets. Process-based instruction is experiential, making it an intellectual, as well as physical experience. In other words, you understand what you need to do to play better golf.

2. **Question the credibility of the school.**
   Does the P.G.A. recognize them? Are their instructors specifically trained to teach? Is their staff full-time? Also, ask for referrals. Any successful program would gladly provide those.

3. **Finally, make sure that the school can provide information on the resort and that the resort has the kind of facilities you desire.**

The learning experience should be enjoyable, so choose wisely.

Doug Weiner is vice president of sales for Player's EdgeTM Golf. He can be reached at (800) 469-8326.

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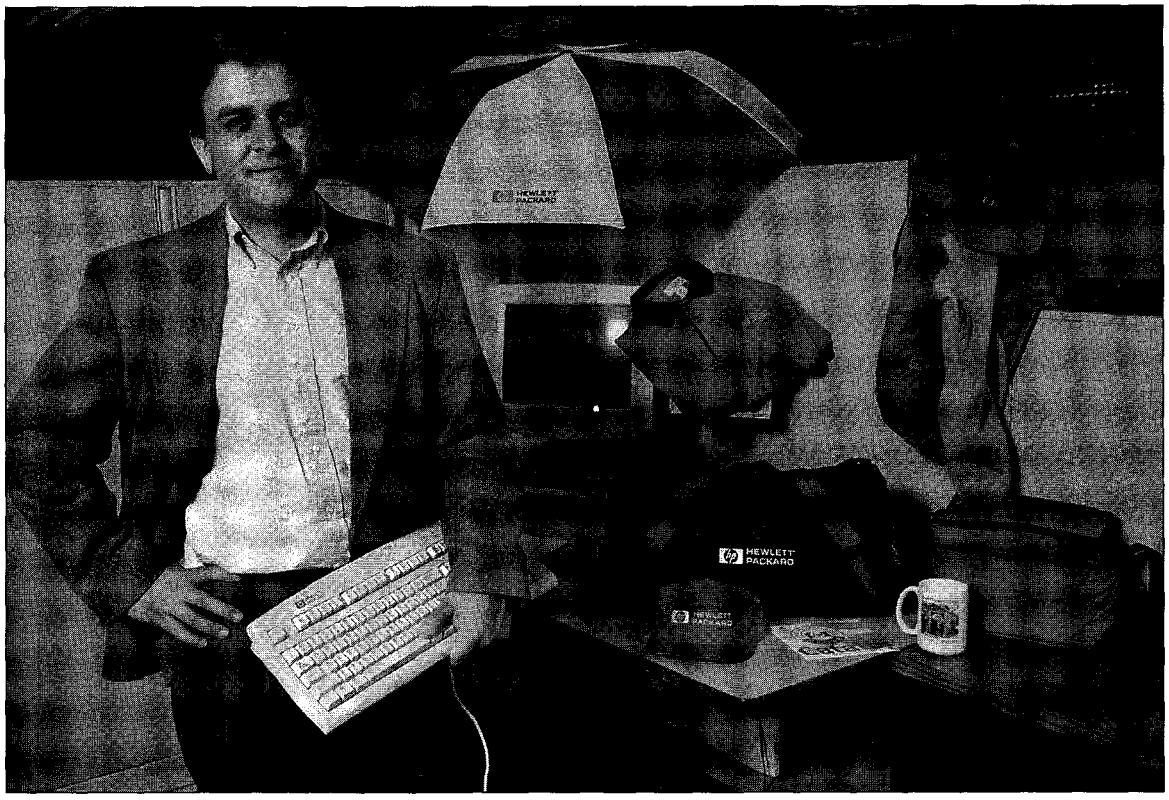




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Hewlett-Packard Company Store Goes Online and Delivers

by Kerry Cody



From humble beginnings, Hewlett-Packard's Joe Giarrusso takes The HP Company Store online delivering quality merchandise for a global community.

Five years ago, Hewlett-Packard's (HP) Employee and Community Programs department (ECP) faced an interesting dilemma: The "company store," a cubicle that was "open" two days a week from 11:00 a.m. to 1:00 p.m. to sell discount tickets and a limited amount of HP logo merchandise, faced more requests than it could handle and a lack of storage space for expanding inventory. In an effort to meet increasing employee and divisional demand for HP logo merchandise, Joe Giarrusso, ECP's manager of operations and new business development, proposed outsourcing the store.

In an era where most corporate mission statements focus on how to serve and satisfy the customer, Hewlett-Packard took its highly successful business strategy and applied this service-oriented approach to its employees.

Achieving Company Goals

Employee and Community Programs has a very specific mission statement: "We help make Hewlett-Packard the 'best place to work.'" The group is chartered to support corporate culture by enhancing quality of work-life balance, attracting and retaining quality people, and meeting the company's citizenship objectives. In addition to running the HP Company Store, ECP's portfolio encompasses a number

"We developed a modular program that was flexible so we could continue to add sections as demand grew."

of valuable employee programs. On the U.S. level, ECP manages the HP iNFOHUB, an intranet website of centralized information for employees; the United Way campaign; the Scholarship program; HP's recreation/campsites and employee discounts. On the local level, ECP is responsible for all sports leagues, clubs, employee assistance programs, local grants, commute alternatives, and event planning.

"We realized that running a store was not our core competency," comments Giarrusso, "but we also realized that the store was a 'hot' idea. Employees really wanted logo items for themselves and divisions saw an opportunity for internal recognition and giveaways at tradeshows. We needed to develop an option that would be easily accessible for everyone throughout HP, worldwide."

Criteria for Success

The company determined three major criteria that would be necessary to make the employee store successful—it had to be online, it had to be accessible to all company employees and it had to provide secure ordering. Then the Employee and Community Programs department looked for a company that could work with them to achieve their goal. It searched for one large enough to efficiently handle the volume, innovative enough to meet and, even anticipate, the growing demands, and close enough to HP's Palo Alto headquarters so that they could work closely and frequently to strategize program development.

In addition, Giarrusso and the ECP team created a vision for the Company Store: To be recognized as the preferred source for Hewlett-Packard logo merchandise and to achieve this vision by providing excellent customer service and satisfaction, offering top quality products at a fair market price, presenting a broad selection of in-stock merchandise and custom ordering expertise, and finally, guaranteeing fast and accurate turnaround of all orders.

"Once we had established our goals for the store, we had to find a vendor who shared the same vision and who could meet these goals," notes Giarrusso. Baxter-Eder Marketing, a full service promotional marketing company based in Palo Alto, met all of the HP criteria. In May 1993, Baxter-Eder took over all aspects of the company store, including merchandising, ordering, distribution, and warehousing, as well as developing a website from which anyone could easily access merchandise, securely order available items and place custom orders. Baxter-Eder produced the store's first printed catalog and set up a retail space in Palo Alto that held regular hours five days a week for customers to come in and try on merchandise and place orders in a more traditional retail environment.

Kris Baxter, cofounder of Baxter-Eder Marketing explains, "We developed a modular program that was flexible so we could continue to add sections as demand grew." In the beginning, the store offered only HP logo items, including clothing, accessories, beverage containers, calendars, caps, carrying bags, golf gear, jackets and sweatshirts, pens and notepads, and timepieces. Since then, the store has added new sections, such as the HP World Cup line, launched in Fall 1997 to promote the company's sponsorship of the 1998 World Cup.

Since developing the strategic partnership, the store has provided a tremendous value to employees and to the company itself. The online store broadened the potential customer base from what had been a regional group to both U.S. and international employees. The easy-to-use electronic catalog on the Web successfully offers one convenient location where employees and internal groups can purchase large quantities quickly, simply, and securely, whether it is for an employee giveaway or a trade show.

The online store also meets HP's business objectives by offering a tremendous time savings. In the past, departments would have to research potential items and work with numerous vendors to develop the desired product, then deal with the logistics of shipping the large order to the desired site. Now, departments can quickly search the online store for a wide range of items and place their order within minutes, or they can work directly with Baxter-Eder for custom orders without having to research multiple vendors.

Online Offers Versatility

In the highly interactive Internet environment, product ideas can be quickly developed and implemented. "Customer feedback is our main vehicle for new product ideas," notes Giarrusso. "This electronic medium offers significant flexibility and turnaround of product offerings that goes unmatched." Current clothing items, such as the

Kerry Cody is principle of KCC Consulting in Palo Alto, CA. She can be reached at (650) 366-4088.

fleece jackets and jean jackets, with contrasting sleeves, mirror the latest fashion trends. The store also offers a vast array of accessory items such as pocket-size flashlights and HP brass key rings. From an original product line of 20 items, the HP online store now offers a limitless array of logo items that can grow and expand to match employee demand.

The ordering process is easy, user-friendly and secure. The order screen encourages you to "choose from a carefully-selected array of quality merchandise" or contact the store about your customized order.

Orders can be placed by check, purchase order, or credit card and shipping is guaranteed within two business days from the time the order is received.

Conclusion

The value of HP's Company Store has expanded beyond the original expectations. After the store was launched, other groups within the company approached ECP to develop logo products specific to their groups. The added value is that internal groups can market their particular logo items to all employees. Other expansion ideas include a "mobile store" for selling logo items at specific sites or activities such as the company picnic.

HP's original "company store," located in the Palo Alto office cubicle, logged sales of $7,000-$10,000 per month. In March 1996, its first month of business, the online store sold $32,000 of merchandise. Now, after two years and continuous marketing efforts, the online store has reached $1 million in sales and is expected to increase to $3 million in the near future.

"With the Internet, the opportunities are limitless, and so is the value to both HP and our employees," concludes Giarrusso. "To experience the HP Company Store online, visit our website at www.hpstore.com."

The online store has reached $1 million in sales and is expected to reach $3 million in the near future.

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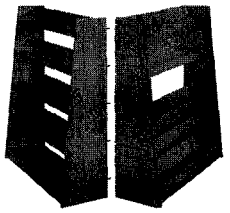
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Are You Addressing The Foster Care and Ad ption Needs of Your Employees?

By Michael Scott

About a year ago while enjoying a delicious meal at an Indianapolis restaurant, I struck up a conversation with a woman seated across from me. She indicated to me that she was an executive with a local firm, in her mid-40s, and never been married. I was intrigued by her willingness to share her "next major adventure in life," as she put it. She was going to be heading to China in a couple of days to finalize the process necessary for adopting a young infant.

As I departed the restaurant, one question kept popping up in my mind. While it is clear that employees who choose to build their families through birth have traditionally received maternity benefits from their employer, why is it that adoptive or foster parents often are unable to access the same support from their employer at a time when they, too, are experiencing the cost and stress of creating a family?

Your organization may be looking to you to take the lead in exploring the foster care and adoption needs of your employees, particularly when you consider the following: According to the most recent survey information available, about 2 million women between the ages of 15 and 44 have sought to adopt a child. Of these, 600,000 had adopted one or more children, and 204,000 were currently seeking a child to adopt. In addition, babies and very young children are entering foster care at a growing rate and relatives are playing a larger role as foster parents for children.

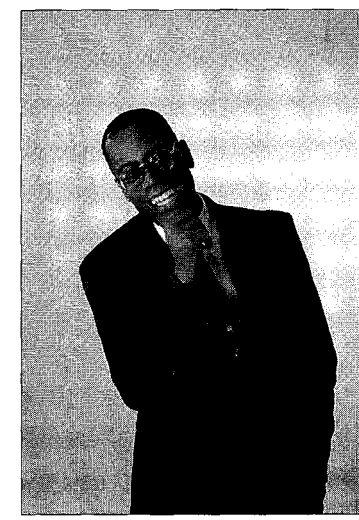
Here are three ideas to help get you started in exploring foster care and adoption issues in your workplace:

1. Review Your Employer's Policy On Foster Care And Adoption.

I say that jokingly because in all likelihood, your organization doesn't have a policy. Unless you are a company such as Chase Manhattan Bank, Coopers and Lybrand or Hewlett Packard that have one in place, you'll need to work in conjunction with human resources to get one established. The National Adoption Center (800-TO-ADOPT) provides a resource called, "An Employer's Guide To Adoption Benefits" that you may find useful.

2. Create A Workplace Event Focusing On Foster Care And Adoption.

Invite adoption agency staff to conduct seminars on the adoption process and its impact on work and family. Recognize staff who have made an extraordinary commitment to foster care and adoption parenting. Provide literature and other resources to staff who are contemplating or already have assumed legal responsibility for a new family member.



3. Establish A Support Group.

The needs and concerns of foster and adoptive parents can be unique. A support group provides an excellent mechanism for allowing a healthy dialogue regarding issues concerning foster care and adoption.

Conclusion

Explore ways in which to incorporate these and other related ideas within your organization. You'll find that they will go a long way in enhancing your reputation as an employer who cares.

Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

Buyer's Guide Update

Here's a listing of new National Associate Members since the publication of the Buyer's Guide in the Nov./Dec. issue of ESM

Avista Properties

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Quality hotels in the Disney resort area, including the new Days Inn Eastgate and Quality Inn Maingate West. Opening in May 1998 is the brand new Hampton Inn Maingate West; the closest Hampton to Walt Disney World. Also opening in 1998, is the Homewood Suites and Hampton Inn Lake Buena Vista.

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Update your *'98 NESRA Buyer's Guide* by noting these changes:

- **Alamo Rent A Car** (Travel) change of contact name: Pamela Blake.
- **American International Travel Services, Inc.** (Travel) add suite number: Suite 117, additional phone number: Reservations: (800) 352-6988.
- **Century Products Co.** (Merchandise) add e-mail address: CAHcarseat@aol.com.
- **Fairway Products**: (Fitness) additional phone number: (703) 904-9561.
- **Homestead Mortgage Co.** (Specialty) add e-mail address: azoffice@aol.com.
- **J & L Group, Inc. (The)/Sope Creek** (Fitness) change of name: Sope Creek/The J & L Group.
- **Livent Inc.** (Family) add e-mail: Khicks@livent.com.
- **Loews Theatres/Sony Theatres Special Products** (Family) change of name: Loews Theatres Special Products.
- **Mears Transportation Group** (Travel) change of contact: Godfrey Coxe, add fax number: (407) 244-2928.
- **Philadelphia Convention & Visitors Bureau** (Visitors) change of e-mail address: rosannascichitano@pcvb.org.

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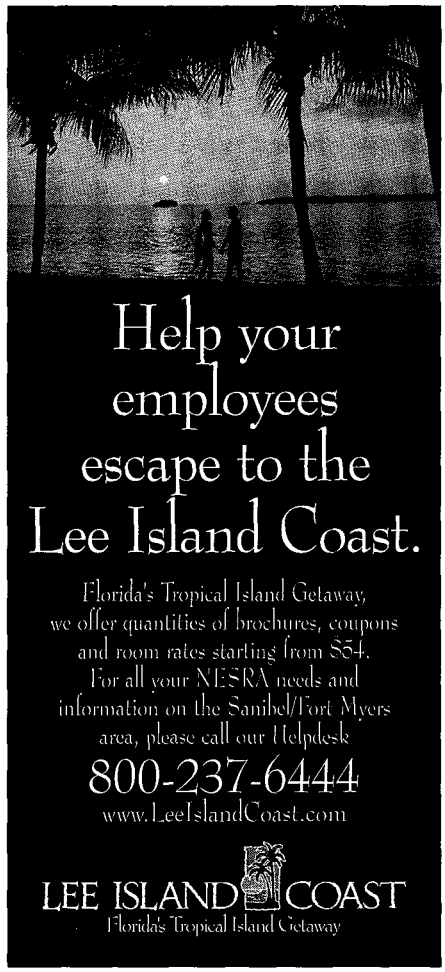
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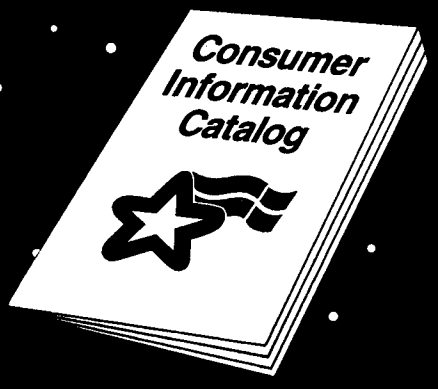
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Chapters Directory: Provides contacts for U.S. local chapters by region. Soon, chapters will have links to their own websites here.

Press Releases: Includes releases about employee services trends or NESRA news.

Hot Topics: Highlights programming ideas implemented by NESRA members.

NESRA Foundation: Displays Foundation Trustees and information on the Foundation's projects.

Bookstore: Summarizes books available through NESRA. Purchase books by printing the order form and mailing it with your check.

Membership categories: Organizational membership information explains the benefits of joining NESRA, describes our publications and conferences, and contains an application for downloading.

The Associate Membership category allows prospective suppliers to see ad rates, marketing plans, membership benefits and to download an Associate Member application.

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Members Only Section

You are required to enter the first and last name of the member that appears on the mailing label of your copy of *Employee Services Management.* The computer will scan NESRA's database. If your name is found on the membership records, you will receive access to this Members Only section. Then, you will be able to use the following:

NESRA Member database: You can type in a fellow member's name or company to receive their full membership listing of name, company, address, phone, fax and e-mail (when provided).

Q & A Forums: Post your questions on the following topics: Employee Activities, Facilities, Employee Store, Employee Associations and Health Promotion.

Buyer's Guide: If you are looking to purchase a product or service, consult this list of NESRA's National Associate Members and their offerings to NESRA Members.

Resource Library

Employee Services Management Magazine is where you will find the 1998 Editorial Calendar and an archive of articles from 1995-1997.

- **NESRA Features** are articles about your association's happenings, presidents and employers of the year.
- **Feature articles** are past cover articles and full-length articles on key employee services topics.
- **Employee Store** contains articles dealing with how to manage a store.
- **Health** articles tell how to encourage employees to adopt healthy lifestyles.
- **ES&R Solutions**: Members tell how they solved problems relating to facilities, retiree clubs, complainers and programming ideas.
- **Strategic Forum** provides tips on leadership, benchmarking and employee associations.

Link Library: Offers links to websites that address topics related to employee services.

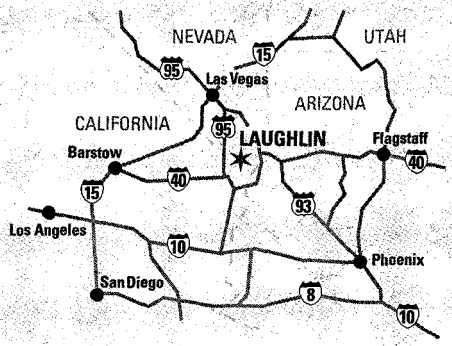
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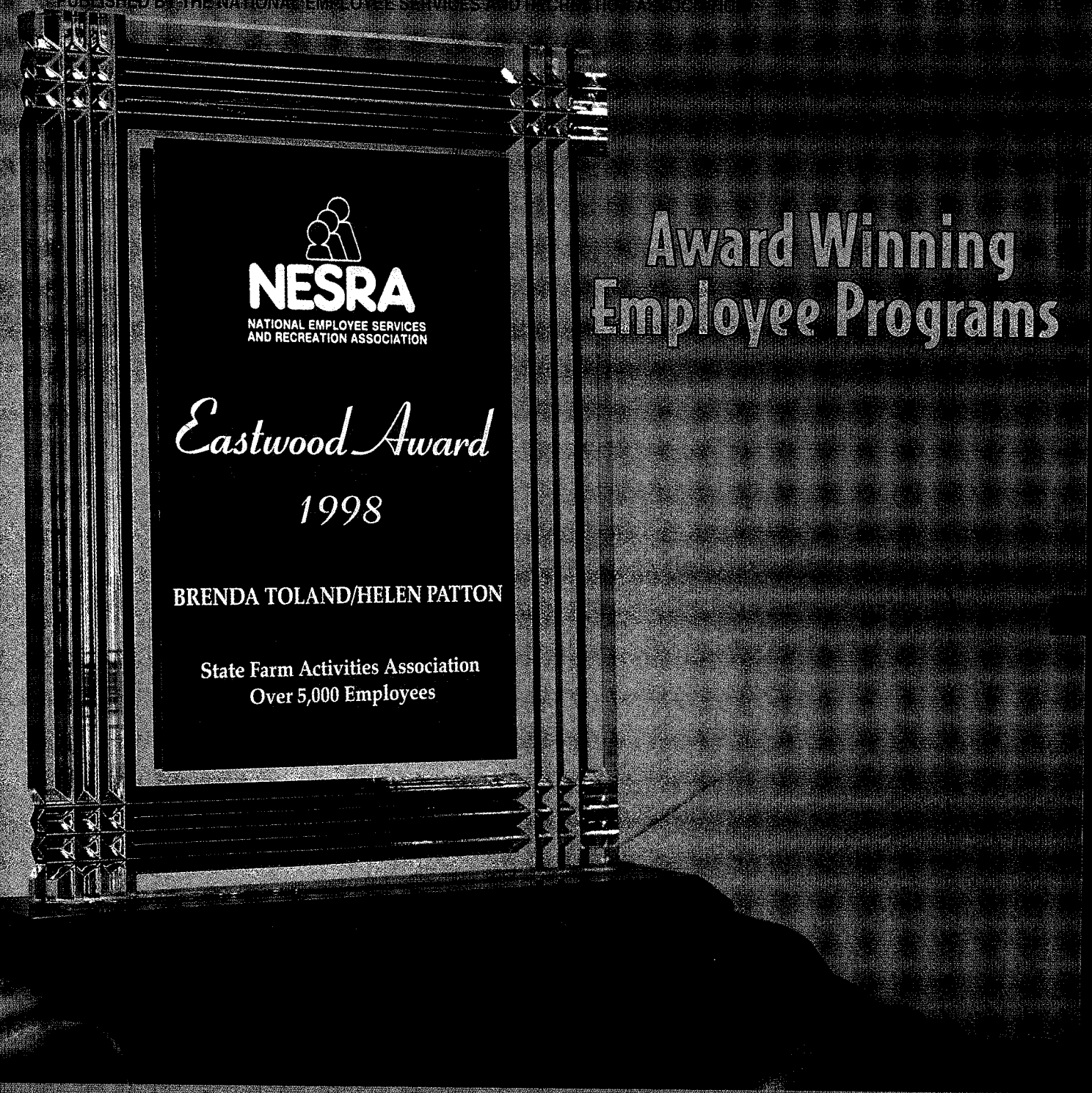
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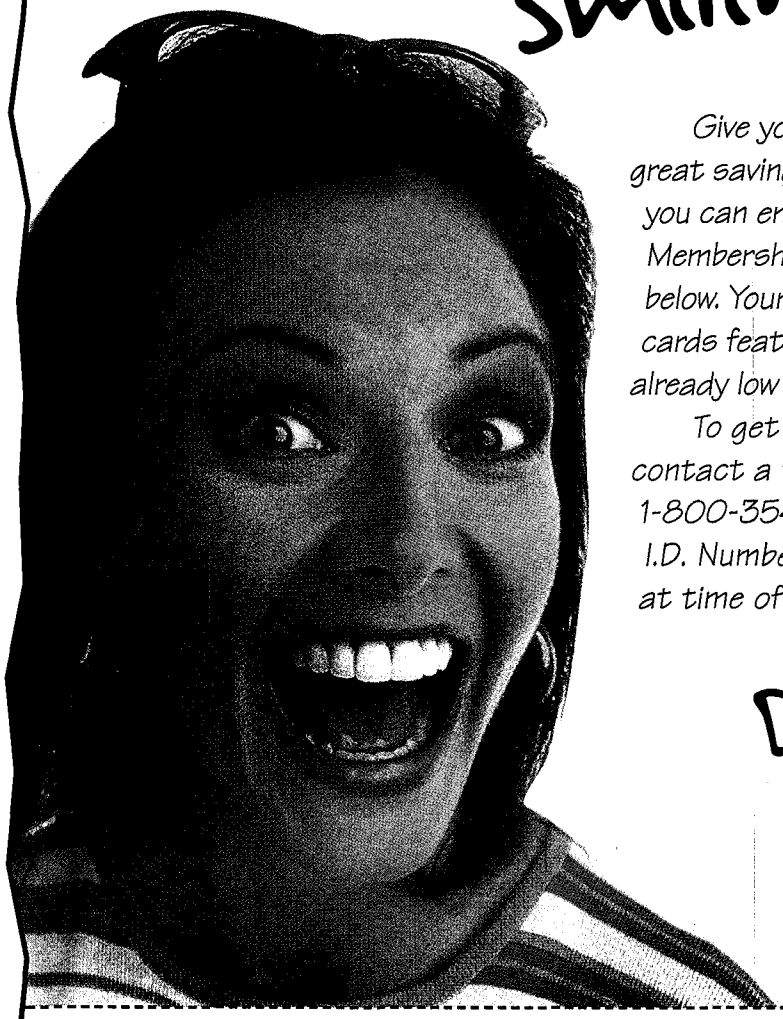
Award Winning Employee Programs

...in this issue:

NESRA's 1998/1999 Buyer's Guide

Key contacts for Awards/Recognition/Gifts • Family Entertainment • Fitness/Sports Equipment/Sportswear • Hotels/Resorts • Merchandise/Discount Cards • Photofinishing • Specialty/Professional Services • Travel • Visitors/Convention Bureaus

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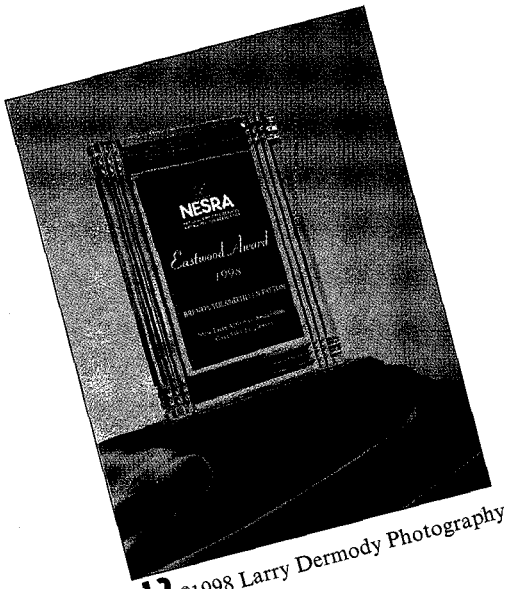
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July 1998

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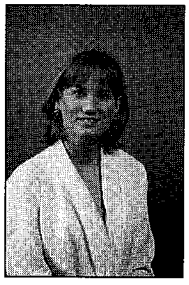
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28 NESRA Proudly Presents Its 1998 Employer of the Year Herman Morris Jr. President and CEO of Memphis Light, Gas and Water Division
In this interview with ESM, Mr. Morris shares his view of how employee services can help a company achieve its goals.

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NESRA's 1998/99 Buyer's Guide

Hats Off to the Winners

By Cindy Helson



In this issue NESRA honors its Award of Excellence Winners. These are the best of the best programs among NESRA members who submitted award entries. I feel these programs command all of NESRA's attention and so have dedicated this whole issue to award winning programs. It's important that you see what your fellow NESRA members have accomplished. You will find your peers offer useful models for you to implement a similar program at your company.

In addition to NESRA members who won for best innovative program, best research/ benchmarking, best overall program, best employee stores and best NESRA chapters, you will find an employer who supports these programs.

In an interview on page 28 NESRA's Employer of the Year Herman Morris Jr., president and CEO of Memphis Light, Gas and Water Division shares his views on the value of employee services programs. Mr. Morris actively participates in programs and urges employees to live a well-balanced life.

Regina Allen, employee services coordinator, Memphis Light, Gas & Water Division, Memphis, TN submitted the winning employer of the year nomination. She says, "I was really excited and proud of our president." If you would like to submit your employer as NESRA's 1999 Employer of the Year, follow the guidelines on page 53.

Yes, sign me up for the NESRA Announcement listserve. I want to keep abreast of NESRA offerings through this member service.

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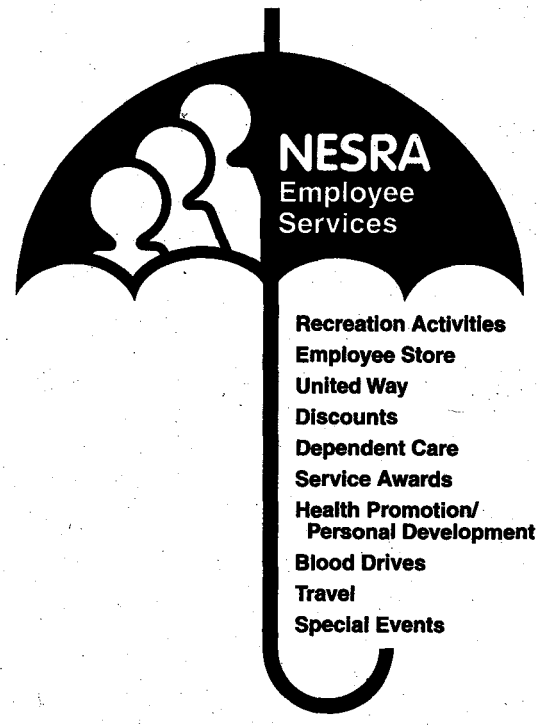
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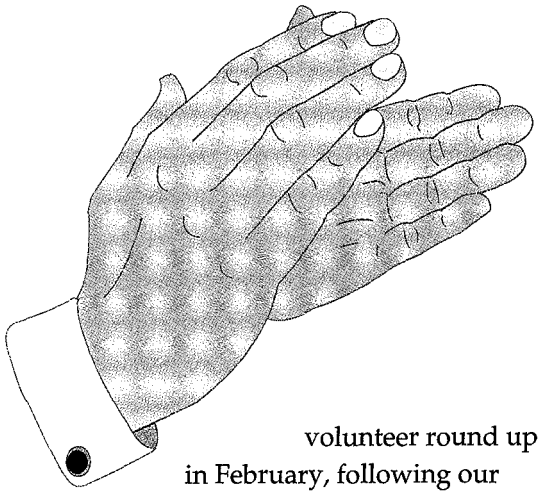
A newsletter of ideas for the Employee Services and Recreation Professional

"Good enough never is."

Debbi Fields, founder, Mrs. Fields Cookies

Recruit/ Motivate Volunteers

by Karen G. Beagley



Getting volunteers to help with your employee services and community programs seems to become harder every year. Most people's time is stretched so thin, not leaving time for an employee to volunteer. A lament of managers is that the same group of people volunteer over and over.

How can you recruit new blood into your volunteer organization? Once you get the volunteers, how do you keep them motivated?

The biggest and probably the easiest way to get and keep volunteers is to be sure that you recognize them with some sort of thank you. You don't have to spend a lot of money, the important thing is that you recognize the employees and say thank you. You can give a certificate and free lunch upon completion of the volunteering time, put up the volunteers' photographs with a big thank you, or publicly thank the volunteers in your employee newsletter. Just be sure you do something.

"All employees who volunteer are given a word of thanks and a free lunch ticket for use in our cafeteria," says DeeDee Rauchbauer, employee and community services specialist, Land O' Lakes, Inc., Arden Hills, MN. "We hold our annual meeting and volunteer round up in February, following our employee appreciation free lunch giveaway in January. I think the timing of these promotions helps with our success in recruiting and retaining volunteers."

Recruiting is an ongoing process. You need to inform employees that volunteering will lead to meeting new people and gaining new skills such as communication, organization, planning, time management, budgeting, negotiation, and priority setting.

Other tips for recruiting and motivating volunteers include:

- **Make it fun.** No matter what your employees are volunteering for make sure it is fun.
- **Find out what your employees respond to.** "Find your employees' Archilles heel," says Arlene Hodges, manager, employee services and communications, Outokumpu American Brass, Buffalo, NY. "I talk with new employees on a personal level to determine their values and what interests them. Once you have what they are interested in you can gear the volunteering towards those values."
- **Never take employees away**

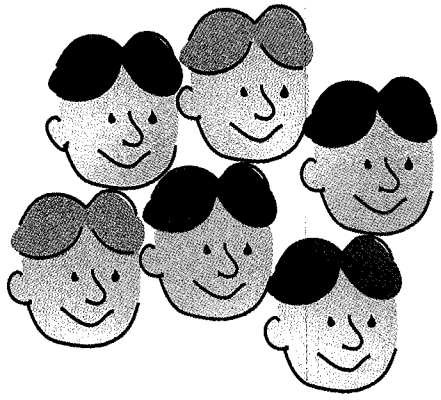
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Recruit/Motivate Volunteers

Continued from page 5

from their families. Incorporate their families into the volunteer activity, even if the children are just coming to watch.

- **Consider incorporating a theme.** If your employees will be volunteering their time at the company picnic, have them dress in the picnic's theme. They will be noticed as volunteers and it is fun for the group to come up with their costumes/clothes.
- **Make it easy, attractive and interesting to volunteer.** "We have a safety committee that is comprised of one or two individuals from each department," comments Dick Moore, human resources director, Blakehurst, a retirement community, Towson, MD. "We did humorous safety videos in which the employees were the actors. We played games and had a contest. All the volunteers could feel as though they really helped us achieve our lowest accident rate."
- **Meet at break and lunch times (whenever possible).** This gives employees the chance to volunteer without having to stay after work or use a weekend for meetings. You can incorporate a free lunch while the meeting is being held.



- **Make the employee responsible for something.** Don't assume all the control of the group and just hand out tasks. "We make our employees responsible for an event," says Moore. "That way all the ideas don't just come from me and the employees learn valuable leadership skills. I will coach them throughout the process, if they need my help."
- **Treat the employees with respect.** Though they are volunteers it doesn't make them any less important than paid staff.
- **Ask for referrals.** Ask current volunteers for others who might want to volunteer.
- **Plan social events for your volunteers.** "Throughout the year, we have several social events where volunteers get to know each other," says John Harrison, fitness center manager, wellness consultant, The Mutual Group, Waterloo, Ontario, Canada. "It is important for volunteers to get to know each other to feel like a part of a group."
- **Pay for a volunteer's training.** If an employee lacks some skills for a specific volunteer position, consider either paying for training or reimbursing the employee a percentage after successful completion.
- **Put up volunteers' photographs in your company.** "We put up our fitness trainers' photographs in the fitness center," comments Harrison. "It enables everyone to know who they are and gives them some recognition."

"I find once we get an employee 'hooked' on volunteering, they seem to be repeat volunteers," says Hodges. "They appreciate the social benefits and the fact that they have helped others."

DID YOU KNOW?

- **The average American adult gets 2-4 head colds a year; children get 6-8. Between 20-50 percent of us get the flu every year.**

(Source: Hope Healthletter, The Hope Heart Institute, March 1998)

- **One of the goals of the U.S. Surgeon General's Report on Physical Activity and Health is to promote family physical activities. To do this, Family Health & Fitness Day USA will take place on Sat. and Sun., Sept. 26 & 27, 1998. Call Health Information Center at (800) 828-8225 for more info.**

"As you climb the corporate ladder, kudos from jealous colleagues grow fainter and fainter. Praise from your peers is like air—the higher you go, the thinner it gets."

Ed Kittrell's Funny Business newsletter

Get Ready for the Weekend!

You are really looking forward to the weekend but your office looks as though a tornado went through it. In addition, you just know you'll be thinking about all the stuff you have to do on Monday. To lessen those Monday Morning Blues, take a few minutes on Friday to:

- ✔ Transfer all notes from scattered scraps of paper to a master list.
- ✔ Catch up on as many calls as possible, even if it means making some from home.
- ✔ Get rid of clutter and junk, unneeded copies and trash and recyclables.
- ✔ Tell others what you have scheduled for next week.
- ✔ Write down next week's priorities.
- ✔ Address the mail, literally. Toss out junk mail and old correspondence.
- ✔ Follow up on vague appointments, assignments and the like.
- ✔ Pack up, stack up or make a list of anything you're going to use next week.
- ✔ Wipe the slate clean of grudges, grievances and the other mental clutter.

(Source: Healthy YOUniverse, March 1998, excerpted from Keeping Work Simple: 500 Tips, Rules and Tools, Storey Publishing, (800) 441-5700)

• Retiree health benefits will be tightened further by employers. Less than 40 percent of firms now provide medical coverage for their retirees, down from 70 percent in 1984.

(Source: The Kiplinger Washington Letter, February 27, 1998)

• About 11.1 million people were classified as telecommuters in 1997, triple the number in 1990.

(Source: The Wall Street Journal, March 25, 1998)

Budget for a Rainy Day



Ever noticed how financial emergencies come in streaks? The starter goes out on your car, the washing machine refuses to spin and that throbbing toothache turns into a root canal—all in the same month. These are not routine expenses and they can hit your pocketbook with a wallop.

"When unexpected expenses arise, you can easily find yourself in a financial jam," says Durant Abernethy, president of the National Foundation for Consumer Credit (NFCC). "That's why it is so important to save for a rainy day."

NFCC recommends that you set aside three to six months of living expenses in order to weather short-term financial emergencies. For most people, however, that's a difficult proposition. To help, the nonprofit member agencies of NFCC offer free or low-cost budget counseling in more than 1,400 communities across the country. During a confidential face-to-face or phone counseling session, a certified credit expert can assist families or individuals to evaluate their financial situations, figure out ways to reduce debt and begin to save.

NFCC offers free or low-cost educational workshops and seminars tailored to different audiences: children, seniors, the newly single or employee groups. Seminars cover a variety of money management topics. For more information, call (800) 388-2227.

The Issue is Internships

by John A. Challenger

Internships are often the first time students are exposed to the real job world and no matter what type of position it is, it can be an excellent opportunity to learn about work. Incorporate this internship article into your company's internship handbook.

Be wary of unpaid internships. You will be accorded more respect if you are on the payroll, just like the person you are working for, no matter how small the salary.

Accept the internship only after you fully explore what is expected of you, and you agree to it. Ask for a letter that describes your duties. Most employers will already have such a document to hand to you. Know who in authority you can reach out to if you have an on-the-job problem—someone other than your immediate supervisor.

Once the internship is obtained, learn as much as you possibly can. You can gain invaluable experience, discover what it is like to work day in and day out and perhaps even uncover a hidden skill or learn what job best suits you.

After being on the job for a few weeks, see if you can spend a little time observing other areas. You have to be useful to the organization and to the person who hired you, but you might be able to create your own pseudo-training program where you can learn a little about the different departments.

Another idea to help make the most of your internship is to ask to sit in on meetings that you would not normally be invited to. You can learn a lot by observing how people handle themselves in certain settings.

Ask your boss if she is planning to give you a performance appraisal before you leave the job. If not, ask him to give you one. It is helpful to learn what other people think of your work and what areas you can improve.

Another way to maximize your internship experience is to earn college credit while working. Prior to beginning the job, work with a professor to set up a work-study program in which you can write a paper and/or give a speech on your work experience and receive credit toward graduation. Send a copy of your paper to your boss, and others at the organization where you did your internship.

You may want to write an analysis of your experience just for your boss. Outline what you gained from the experience and how it could be improved for future interns.

John A. Challenger is executive vice president of Challenger, Gray & Christmas, Inc., an international outplacement consulting firm, (312) 332-5790.

QUESTIONS

Q. I have a large base of retirees who I would like to use our website services. Are they so called "computer literate?"

A. Nearly 8 million Internet users in the U.S. are age 50 and older, says a Nielsen/CommerceNet study, reports Goeffrey Blair, CTP, *Courier* magazine. These users are active, well-educated and financially secure. These senior Internet users:

- Sign on mainly between 6 and 10 p.m. and use e-mail
- Are interested in local information as well as political, government and health services.
- Spend less than 30 minutes on line per session.
- Seek specific information they want.
- Use the Internet for personal business.
- Use online services such as America Online and CompuServe.

To promote your website, send out notices to retirees about using your services via the website. Consider having a short seminar on navigating the Internet and your company's website.

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National Employee Services and Recreation Association

July 1998

Dear NESRA Member,

On behalf of the Board of Directors, it is my pleasure to present you with the Association's Annual Report for 1997. NESRA is audited annually by an independent accounting firm, Melvin, Burns & Associates, Chicago, IL.

1997 was a year filled with accomplishments and change. We began the process of defining "employee services" with an article by our executive director. We will continue this process during 1998. We introduced **NESRA Select**, a new membership category for those employee service providers that want a little more. **NESRA Select** will move Employee Services towards becoming a true profession.

Our association is moving forward because its members listen to the world around us. These milestones introduced during 1997 are a direct response to the world around us and they are just the beginning of moving NESRA closer to the millenium.

1997 NESRA Highlights

- Development of an Eastern Field Office to complement the Western Field Office already in existence
- Development of chapters in St Louis, Missouri; Southern Wisconsin and Sacramento, California
- Recommended the Foundation support a Work/Family Research study
- Restructured the Board nominating process
- The Western Region hosted a successful Regional Conference in Seattle, Washington
- Southeast hosted a successful conference on an ocean cruise.

Sincerely,



Phil Hall, CESRA
NESRA President

1997 Annual Report

STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 1997 AND 1996

	1997	1996
ASSETS		
CURRENT ASSETS		
Cash and equivalents	$ 60,478	$ 175,290
Accounts receivable	21,064	12,490
Prepaid expenses	55,166	62,079
TOTAL CURRENT ASSETS	**$ 136,708**	**$ 249,859**
FIXED ASSETS		
Furniture and equipment	$ 71,547	$ 71,547
Less accumulated depreciation	54,722	45,095
	16,825	26,452
OTHER ASSETS		
Office security deposit	$ 2,076	$ 2,076
TOTAL ASSETS	**$ 155,609**	**$ 278,387**
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	$ 22,200	$ 41,543
Accrued expenses	15,512	19,295
Deferred income	157,764	14,945
TOTAL CURRENT LIABILITIES	**$ 195,476**	**$ 202,783**
NET ASSETS <DEFICIT>	**< 39,866>**	**75,604**
TOTAL LIABILITIES AND NET ASSETS	**$ 155,609**	**$ 278,387**

STATEMENTS OF ACTIVITIES FOR THE YEARS ENDING DECEMBER 31, 1997 AND 1996

	1997	1996
REVENUES	$ 858,766	$ 954,751
EXPENSES	974,236	976,546
(DECREASE) IN NET ASSETS	$ (115,470)	$ (21,795)
NET ASSETS Beginning of Year	75,604	97,399
NET ASSETS End of Year	<$ 39,866>	$75,604

NESRA EDUCATION AND RESEARCH FOUNDATION 1997 FINANCIAL STATEMENT

REVENUES	$ 18,158
EXPENSES	15,894
EXCESS OF REVENUES OVER (UNDER) EXPENSES	(2264)
NET ASSETS 1/1/97	28,221
NET Assets 12/31/97	$ 30,485

NESRA Presents The Best of The Best in Employee Services

The National Employee Services and Recreation Association is proud to announce the winners of NESRA's 1998 Awards of Excellence Program. The winners accepted their awards at NESRA's Member Appreciation Luncheon held on May 1, 1998 at NESRA's 57th Annual Conference and Exhibit, at Disney's Coronado Springs Resort. The association has stepped up the criteria and has added new categories. This year NESRA introduced the Innovative Program Award, the Research/Benchmarking Award and the Employee Store Award. First you will read about the Innovative Program Award that is awarded to Texas Instruments' Texins Recognition Program, the most innovative individual program activity within an overall employee services program. Because NESRA is paving the road to new advancements, we present this award first.

From groundbreaking to overall excellence we move to the Eastwood Award honored to the most outstanding overall employee services program of 1997. This year State Farm Insurance Company is named best in the category of "over 5,000 employees" and Neuville Industries is identified as top in the "less than 1,000 employees" category. Candidates must submit entries that document the mission statement, scope of the program and how the program increased the awareness of employee services, how it impacts the company's business or culture, plus other details such as goals and strategies for securing financial resources.

One of NESRA's goal is to justify the value of employee services and SmithKline Beecham made strides in this area and for this, is bestowed the Research/Benchmarking Award. New this year, this honor is presented to the organization that has conducted research/benchmarking studies in 1997 for the purpose of proving the value of employee services, developing a new employee services program, enhancing a current program or learning more about the profession.

Employee stores continue to be a key component of the employee services umbrella. NESRA presented its first Employee Store Awards to the following companies in their respective categories because the stores have contributed positively to an organization's overall culture and have proven to be a significant contributor to increased employee morale and productivity. Mitsubishi Motor Manufacturing of America receives the award for $100,000 - $500,000 in sales; American Greetings for $500,001 - $1,000,000 and Project Employees Recreation Association for over $1,900,000 in sales.

As a national association NESRA recognizes the value of the chapters in local areas across the country. These chapters provide education and networking experiences for NESRA members on a local basis. NESRA of Greater Seattle and Tampa Bay/Suncoast Chapter of NESRA received National Employee Services and Recreation Association's (NESRA) renowned Leonard R. Brice Superior Merit Award. The chapters were granted the award based on their outstanding chapter administration and their effective efforts to provide professional development and networking opportunities to their members.

For the first time, *ESM* highlights the entries of Employee Services and Recreation Orange County (ESROC) Inc. and NESRA of San Antonio who received NESRA's prestigious Chapter Merit Awards. These chapters submitted samples of their excellent programming skills and their ability to lead a strong NESRA chapter.

Taking The Planning Out of Employee Recognition Puts Revenue Into Treasury

Texins Recognition Program (TRP), as part of the Business Support Team of Dallas Texins Association, is a full-service program that supports Texas Instruments (TI) through effective noncash recognition services. Dallas Texins Association is the nonprofit employee services organization supporting 12,000 TI employees in the Dallas area. As part of the Business Support programs, TRP meets a business need and is valued enough by business managers that they are willing to pay for the service.

TRP provides noncash recognition services. "Noncash" does not imply that the reward does not cost anything; it simply means that the reward is not in a cash form. "Studies indicate that employees find personal recognition more motivational than money" (Nelson, *1001 Ways to Reward Employees*).

The conception and development of the program was in early 1996, but it did not blossom into the profit-generating program it is today until mid-1997. Two of the reasons for its success are the partnership with TI's Corporate Compensation Team, and the education of managers of noncash recognition importance. Noncash recognition is now an integral part of the compensation package at TI.

Description of Services: TRP is a full-service operation that acts as a "one-stop shopping" point of contact for coordinating group or individual recognition. TRP offers three areas of service:

- **Custom Orders:** TRP coordinates custom orders of team shirts, promotional giveaways, plaques, etc.
- **Individual Awards/Just-In-Time Recognition:** TRP maintains an inventory of individual recognition items available for immediate reward needs. Examples are movie tickets, TI logo items and apparel, and gift certificates.
- **Group Activities:** TRP handles every aspect of group events including food, entertainment, activities, transportation and

"Texins Recognition Program" submitted by Recognition Program Manager Teri Mayfield

Custom and prepackaged employee recognition programs are a phone call away for Texas Instruments' managers thanks to Texins Association.

decorations. Examples are banquets and receptions, group trips to sporting events, country ranch parties, afternoons at the movies and bowling parties.

TRP helps TI managers provide an environment where employees feel valued. Chart A shows how managers show their appreciation. In turn, recognition stimulates motivation and supports employee retention in the workplace.



Chart A

Through the inventory of products, established relationships with vendors and connections with local businesses, the TRP team handles the complete coordination of orders, events and services. Other advantages of the program are that it maintains TIer business focus, utilizes experienced event planners, produces monthly recognition reports for managers and the fee supports TI's and families through other Texins programs.

Significant 1997 Activities

- **provided 1,200 custom jackets for semiconductor wafer fabrication plant workers**
- **hosted fun day for all of HR and their families, approximately 300 people total**
- **planned Day at The Ballpark for 2,000 people, including bus transportation, Rangers baseball tickets, barbecue and door prizes**
- **coordinated another 35 baseball outings organized throughout the summer**
- **provided approximately $97,000 miscellaneous retail and restaurant certificates for fab workers**
- **ordered over 53,000 customized giveaway items for college recruiting (pens, pencils, stress balls, notepads, etc.)**
- **planned approximately 140 group events (bus trips, holiday luncheons, movie outings, bowling parties, etc.)**
- **placed 75 different orders of customized shirts for various work groups**

The bottom line: Original 1997 annual forecast budget was $180,400 gross activity and $39,000 loss; actual end of the year was $905,800 with a net gain of $52,320.

Innovation At Work

The Texins Recognition Program is innovative. First and foremost it is a groundbreaking revenue-generating program for nonprofit employee associations. In the past year, Frito Lay and Nortel (both Dallas-based corporations) have come to Texins to benchmark the program as a possible revenue-generating program for their employee associations.

Other innovative components of TRP include the following: centralizing services to create "one-stop" shopping, using a cross charge system to efficiently charge cost centers services and fees, and using the Access database program to provide managers with monthly reports of their recognition activity.

TRP has pioneered a relationship between the Recognition Team and TI's Corporate Compensation Team: a partnership exists between the nonprofit employee association and corporate department to reach the same goal of educating managers and providing effective noncash recognition. TRP adds value to this relationship, specifically by acting as consultants to managers on taxable award issues: managers are educated to select awards that not only are effective awards, but also do not add cost to the employer or employee based on its taxable status.

Lastly, TRP is challenged every day to provide effective, innovative awards to employees. This is seen especially through the variety and creativity of many group events: the buy-out of a local theater for exclusive viewing in the middle of the day of the latest, hottest movie; a limousine and shopping spree where teams are surprised when a limousine arrives to take them on a shopping spree at a local mall; the buy-out of a family-fun



Chart B

Testimonials Show The Program Makes Managers Look Good and Employees Feel Rewarded

Afternoon at the movies: ***"I almost feel bad taking credit for something that only involved a few e-mails and a phone call to you. Your Texins Recognition Program makes these kind of events extremely easy to do since you or your group does all the work."***

Fiesta Party at Dave & Busters: ***"This was the best celebration. It was so different than most luncheon and award meetings we have had. It was really fun!!!"***

Horse races outing: ***"What did I like best? That the event was coordinated by experts, which made my job very easy."***

Country ranch party: ***"I've planned department parties in the past. It takes a lot of time and work. [TRP] did it all! You had many good suggestions on our options and planned a party that suited our group perfectly."***

entertainment facility with exclusive use of all video games, bowling lanes and laser tag; and a casino party on the Texas Queen River Boat.

Evaluating the Program

External Evaluation. For customer feedback where the TI manager is the customer, an annual evaluation is distributed. Its purpose is to rate various components of the program (creativity, variety of products, helpfulness of coordinator, response time, reports, and ordering process), to assess if it saved the TIer time, and to look for improvement ideas. Event evaluations are also distributed on a monthly basis to customers who had specific events. Again, the purpose is to rate various components of the event (decorations, helpfulness of coordinator, food, facility, activities, etc.), and to look for improvement ideas. The best feedback is unsolicited responses such as those in Chart B from managers and employees following events.

Internal Evaluation. Internally, the program is justified and evaluated to be a successful profit-generating Texins program through metrics called "numbers touched" and net gain. Numbers touched represent the number of people that the program touches. For example, a ranch party for 200 people, custom order of 50 team shirts, and four movie tickets awarded to one individual, represents 251 touches; this can include individuals "touched" multiple times. For 1997, Texins Recognition Program had 84,260 "touches." Furthermore, the bottom line or net gain is also a valuable measure on the success of the program. Original 1997 annual forecast budget was $180,400 gross activity and $39,000 loss; actual end of year was $905,800 with a net gain of $52,320.

(continued from page 15)

A standard 15 percent service fee is assessed to all requests (flat fees are sometimes used for events).

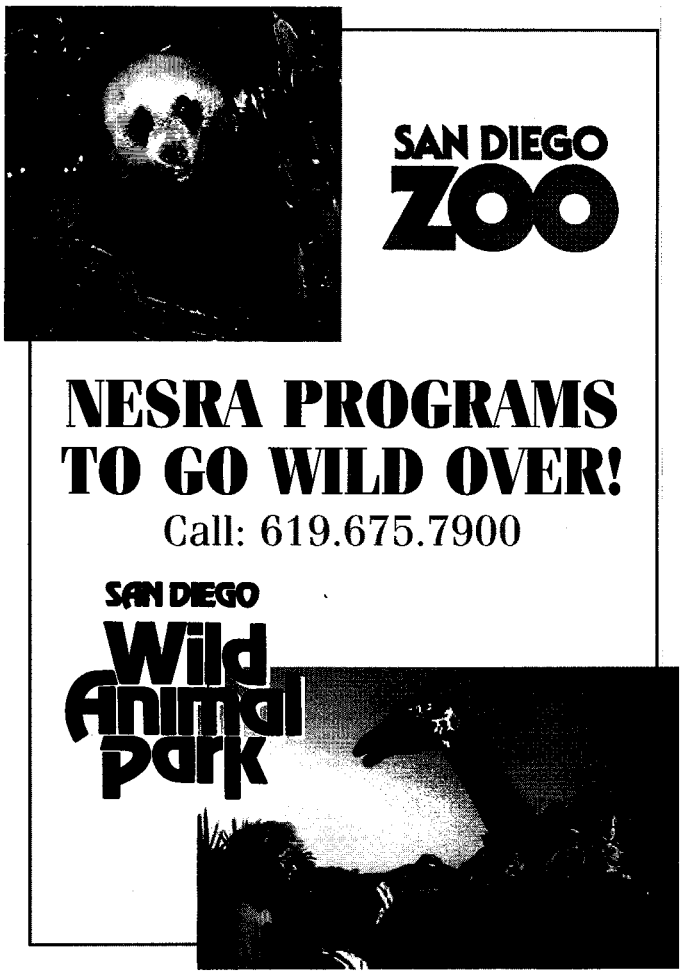
Budget Allocation and Reporting Processes

Description of Budget. The majority of TRP's revenues and expenses are directly related: expense only exists when there is a revenue. A standard 15 percent service fee is assessed to all requests (flat fees are sometimes used for events). Thus, a TI cost center is charged the direct expenses plus a 15 percent service fee. Other expenses are as follows: marketing, courtesy, business supplies, mileage, and salaries (essentially all costs related to running a business except for the office space and use of accounting department). TRP is supported by two full-time Texins employees. Salaries and expenses related to those staff members (insurance benefits, training, NESRA membership, etc.) are included in the budget to measure the overall profitability of the program.

Summary of 1997 Budget. Knowing the struggles of starting a new business, managers felt that TRP would have a loss the first year, break-even the second year, and possibly be in the black by the third year. In 1997, its second year, Texins projected the program would gross $180,400 in revenues (a 20 percent increase over the 1996 year), but still leave a net loss ($39,000) following expenses, including salaries. The goal for the second year was to break-even. The program was young, and managers felt that it would take another year or two for TI to realize widespread use of the program. However, due to effective marketing and partnership with TI's Corporate Compensation Team, Texins Recognition Program experienced a tremendous growth: $905,800 in gross revenues, resulting in a $52,320 net gain.

Reporting Processes. Budget, as well as metrics and evaluations, are reported quarterly at three levels for approvals and support:

- to the Business Team, along with Texins Training & Development
- to HR Services, which is the link between Texins Association and TI
- to Texins Board of Directors



Increasing Awareness of Employee Services

When people benefit from Texins Recognition Program many people respond: *I never knew Texins did this!* In most cases, this opens the doors to communicating what else Texins has to offer. Specifically, the sale of individual awards familiarizes managers and individuals with Texins' products sales that are available for personal purchases.

As part of the Business Support Team, TRP also has the opportunity to share information on other business-based programs: Texins Community Affairs Program, supporting the Corporate Community Affairs Office; Texins Fab Shoe Program, supporting TI's Semiconductor Wafer Fabrication plants; Texins Training and Development program; and At Your Service Concierge Program. Specifically, along with the Texins Training and Development program, a new Creative Recognition course will be offered that provides high impact recognition ideas for the business manager.

The awareness TRP receives helps management realize that Texins is not just a fitness center, but it is an employee association dedicated to providing services for the whole person: mind, body and spirit. The slogan for TI's Health Services organization, in which Texins is one integrated component, reiterates this: Health Excellence Enables Business Excellence! ★

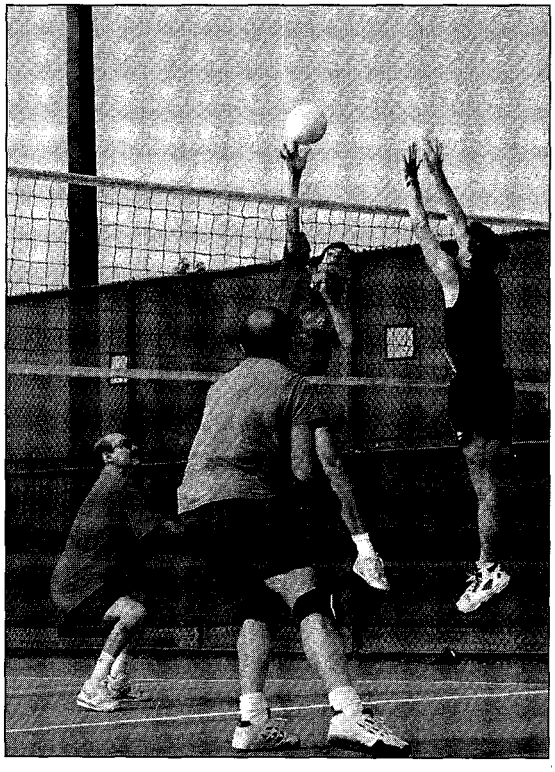
Eastwood Award-Over 5,000

An Organized Approach to Programming and Planning

The mission of State Farm Employees Activity Association (SFEA) is, "To promote and encourage the social, cultural, outdoor and physical activities desired by members." This is an exciting challenge because State Farm has 12,616 employees in Bloomington, Illinois. SFEA currently has 8,747 employee members. That number increases to 25,722 when spouses and dependents are added. SFEA also mails information to 936 retirees.

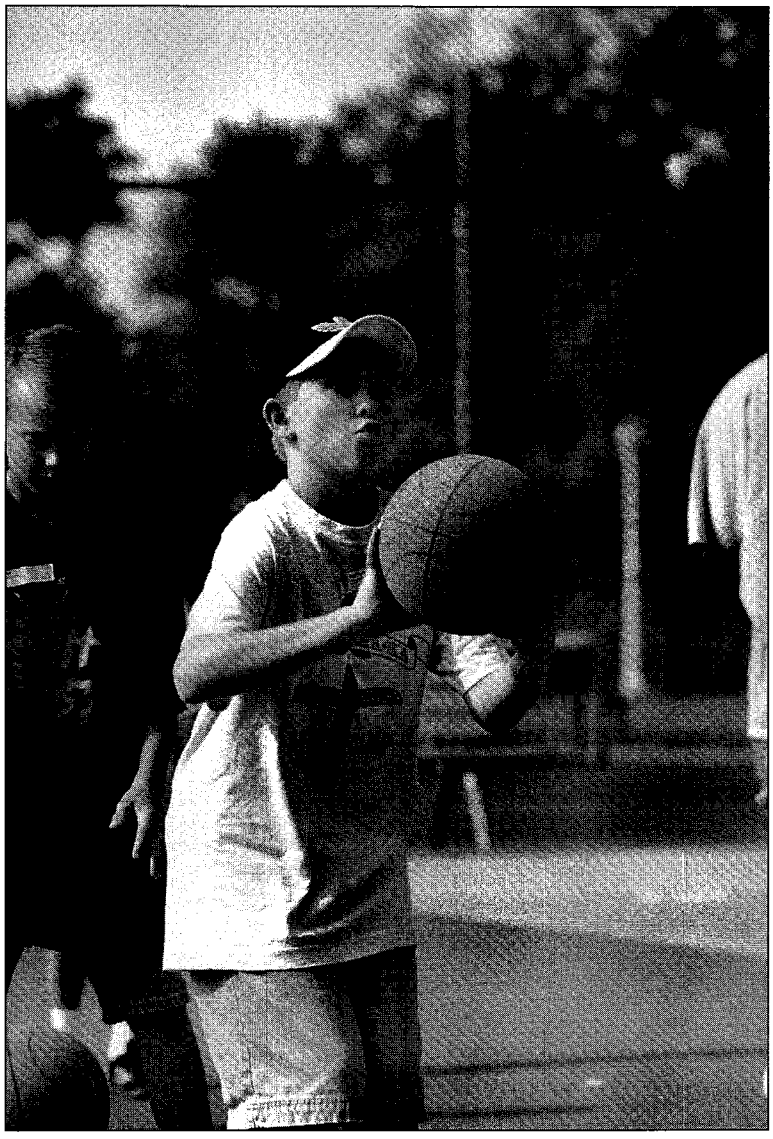
SFEA meets this mission statement by offering a variety of programs for State Farm's diverse workforce, their family members and retirees. Sporting events play an important part in the recreation program that began in 1947. Bowling, softball and horseshoes were the first organized leagues. Roller-skating, fashion shows and dance classes were soon organized as recommended by employee questionnaires. Other activities included the Art Club, cooking classes, knitting, mother-daughter teas and the State Farm Chorus. Movie pictures were shown in lounges during lunch time and after work. In 1997, SFEA celebrated its 50th anniversary. Although the purpose remains the same, the scope of the program has dramatically expanded. We now offer over 150 events ranging from bus trips, clubs, dinners, sports, youth events, social and travel.

The Activities Office consists of one Activities Director, a supervisor and six staff employees. The Board of Directors includes 23 volun-



"State Farm Activities Association" State Farm Insurance Company submitted by Volunteer Board Member Brenda Toland and Supervisor II-Activities, Human Resources and Board Member Helen Patton

SFEA presents an organized effort towards the planning and marketing of programs and special events.



Approximately 1,000,000 people came through the gates of State Farm Park in 1997.

teers who provide leadership for the events. Activities offers a special service to the employees by obtaining discount tickets to entertainment and sporting events such as Disneyland, Walt Disney World, Six Flags, Sea World, and our most popular event, a Bulls game. Members are also eligible for discount memberships to the following local recreation and fitness facilities: Gold's Gym, YMCA, YWCA, Four Seasons Club, and East Side Centre.

State Farm Park covers over 90 beautifully landscaped acres and is the center of social activities for the employees, their families and guests. The Olympic-sized swimming pool is open from Memorial Day weekend to Labor Day weekend. A separate baby pool is located next to the playground with certified lifeguards on duty during all open hours. There are 10 tennis courts, 10 volleyball courts and three softball diamonds available for SFEA leagues, tournaments and general play. Two fully-stocked lakes for fishing and a walking/fitness trail that winds through the entire park are also available. An 18-hole miniature golf course, a favorite for many members, is new to the park. The busiest part of the park is the large shelter that includes three separate wings and a storm basement. It is used for day camp, general use and SFEA dinners, which generate over 2,000 people per event.

Throughout the past 50 years, SFEA has been committed to providing quality entertainment with the assistance of literally thousands of volunteers. As times change our events will change, but one thing is clear...SFEA will continue to provide outstanding events and excellent services for our employees for many years to come!

Programs Unique for State Farm Insurance Employees

SFEA has tailored several programs to meet the needs of its customers.

Day Camp: Day camp offers an adventure for grade school children of State Farm employees. The program has changed over the years to accommodate our employees. Day camp is offered in two four-week sessions, each serving 1,000 children. This option enables more participants to attend than the previous format of one eight-week session. The hours of day camp are 8:30 a.m.-3:30 p.m. Monday through Friday rain or shine. State Farm hours in Bloomington are mainly 7:30 a.m.-4:00 p.m., but supervision is available from 7:00 a.m.-5:00 p.m. for employee convenience. Day camp offers a variety of daily activities current with the popular pastimes of today including: canoeing, cheerleading, tennis, basketball, drama, crafts, flag football, miniature golf, sign language, tae kwon do, swimming and volleyball.

Sports: Sports activities have the highest employee involvement for SFEA. To accommodate the large number of participants at different skill levels, a variety of events are offered year round. Divisions are competitive, advanced intermediate, intermediate and recreational. Popular leagues include: tennis, softball, bowling, billiards, racquetball, volleyball, and golf.

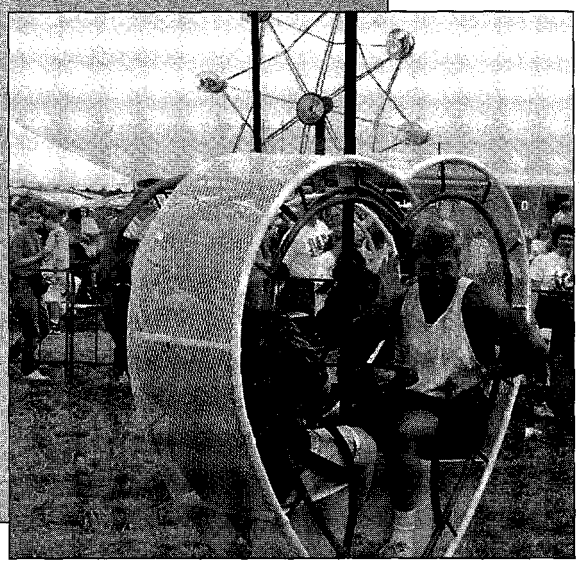
Playday: Playday, a carnival extravaganza

Other Notable Features of this Entry

This entry also included sample worksheets that showed how SFEA created uniform forms to process a variety of tasks. For example, SFEA developed forms for employees to submit recommendations for new events. The New Event Recommendation Form thanks employees for sharing their ideas and explains that offering a suggestion requires them to describe, in detail, the event, what supplies are needed for implementation and to identify sources used to create the recommendation. This form also states that those making recommendations may be contacted to help develop the program.

SFEA uses a Flier Information Sheet that event chairpeople use to request promotion of an event. The information sheet asks the chairpeople to check off the most minute details such as indicating prices for adults and children of specific age groups and whether participants can sit with their friends. Chairs must check if the sale of tickets will be a lottery or on a first come, first serve basis. This form takes the chairperson through a thorough thought process that can serve as an event planner's checklist.

Plus SFEA submitted two videos: one Celebrating its 50th Anniversary and the other tape is "A Cure for Jack" which shows an employee who never recreates and how he changes with involvement in employee activities.



presents fun for all! It's a time when families and coworkers can relax and enjoy adult and children's games, bingo, carnival rides, crafts, pony rides and a petting zoo. Participants enjoy a boxed lunch and unlimited amounts of ice cream, popcorn, snow cones, and funnel cakes, all for a minimal fee of $6!

Christmas Parties: A variety of Christmas programs are available for children of all ages. Children ages infant to 6 can visit Santa Claus and receive a special toy at three office locations. Children ages 7-9 attend a Christmas Party at Jumping Jacks, a local facility where kids can run through tunnels, climb walls, jump in a pile of balls and run around until their hearts are content! Their visit is complete by seeing Santa and receiving a gift and cookie. A bowling party with a special guest appearance by Santa is organized for children 10-12. The Christmas programs offered have always been a special part of SFEA, getting the employees into the Christmas spirit and allowing 4,146 children to see Santa!

SFEA 50th Anniversary Celebration

This year State Farm employees celebrated the SFEA 50th Anniversary. The kickoff began the week of January 13 when the Board of Directors served each employee in Bloomington a chocolate candy bar imprinted with the SFEA Anniversary logo. One lucky employee in each department found a special seal placed on the bottom of the candy bar, indicating they won a specially made Henley T-shirt sporting the 50th Anniversary logo.

A "SFEA 50th loop tape" video along with a display of banners and history posters were set up in the atrium at each of the five State Farm buildings in Bloomington. Visuals showed changes SFEA has gone through in the past 50 years. The week closed with a trivia contest and grand prize drawings. Employees can purchase 50th Anniversary apparel throughout the year. ★

In 1997, 136 SFEA representatives and over 900 volunteers have helped coordinate and operate SFEA.

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Caesars has created four unique vacation & honeymoon resorts nestled in the magnificent Pocono Mountains of Pennsylvania: Cove Haven, Paradise Stream, Pocono Palace and Brookdale. Relax and indulge in a carefree, casual atmosphere where lavish accommodations set the stage for romance, including our world famous Champagne Glass Whirlpool Suites.

SPECIAL OFFER

40% DISCOUNT MIDWEEK*

(SUNDAY - THURSDAY)

For November 1, 1998 through June 17, 1999

*Discounts cannot be combined with any specials, promotional offers or group rates and are subject to availability. The discounts are not valid during the following holiday time periods (Nov 22 - Nov 26, 1998, Dec 27, 1998 - Dec 31, 1998, Feb 14, 1999 and May 23, 1999). Pocono Palace is excluded. Reservations must be made directly through Caesars Pocono Resorts.

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Refer to Getaway Club# 19883 [redacted]

Eastwood Award-Less than 1,000

Understanding Employees Leads to Delivering Desired Programs

Founded in 1950, Neuville Industries, Hildebran, NC, originally served as a middleman in the hosiery industry buying socks from North Carolina manufacturers, and selling them to mass merchants. In the late 1970s, the company began to move into manufacturing. The Catawba Valley area, where Neuville is located, is the largest hosiery producing area in the Nation, employing over 10,000, and producing over 50 percent of the Country's hosiery. A result of this heavy concentration of hosiery manufacturers is a fierce competition among companies for labor. Unemployment rates are low in the area and industry turnover averages 80-100 percent.

Neuville's focus on employee services and recreation programs was a result of the company's desire to differentiate itself from the competition. Neuville was committed to maintaining a high quality workforce that was able to meet the growing needs of its customers at competitive costs. The company wanted to be able to attract and retain the best people in the labor market and felt that developing programs to focus on the needs of employees as individuals would enable it to do this.

The first step, given that the hoisery industry makeup is typically 80 percent female, was to look for an innovative benefit approach to introduce with the Company's move into manufacturing in 1979. The solution was to open the second industrial childcare center in North Carolina and among one of the first 10-15 in the Nation. Recognizing the success of Playworld, Neuville expanded efforts in the ensuing years by adding a variety of other employee services and recreation programs. Each program has been carefully thought out and designed to promote the intellectual, recreational and emotional needs of employees.

Neuville CEO Steve Neuville is extremely

"The Company That Gives Its Employees Something Extra"
Neuville Industries
submitted by Human Resources Supervisor April Ewaka

Each program has been carefully thought out and designed to promote the intellectual, recreational and emotional needs of employees.

supportive of all human resources programs. He is regarded as an industry leader in many areas, but is particularly well known for his efforts in employee services. Neuville was a "family friendly" company with a visionary employee relations approach long before such issues grabbed national attention.

Programs Unique For Neuville Employees

The hosiery industry is a female dominated industry made up of many single parents and second income parents. Wages at Neuville are in the upper quartile within the industry, but are still relatively low ($8.50/hour average manufacturing employee income). For many Neuville employees, the primary household and child-rearing responsibilities typically fall into the female's role at home. The following programs address their challenges:

- on-site childcare (subsidized)
- off-site childcare subsidies for off-shift employees
- flextime
- part-time positions with prorated benefits
- on-site cafeterias (lunches at work, dinners to go)
- emergency back-up childcare
- snow day/school holiday childcare for school age children
- on-site dry cleaning service

Programs are developed to provide employees with data for which to make informed decisions regarding work- life and personal-life.

The County (Burke) in which Neuville is located and in which the majority of the employees live, has very elevated high school drop-out and illiteracy rates. Over 55 percent of the County's adults have not graduated from high school. Neuville estimates that the average education level of its employees is at an eighth-tenth grade level. Further, approximately 10 percent of employees utilize English as their second language, thus representing additional challenges in communication. Accordingly, many programs are focused on basic education. Programs are developed to provide employees with data for which to make informed decisions regarding work-life and personal-life:

- high school equivalency program (GED)
- English-as-a-second-language program (ESL)
- scholarship program
- estate planning assistance
- preretirement counseling sessions
- financial counseling services
- health fair
- health/wellness brochures
- crisis intervention brochure
- "Looking Forward" preretirement health newsletter
- "Loose Change" financial newsletter
- Fannie Mae publications
- "Health Connect" newsletter
- prenatal classes
- The Great American Smokeout
- science center membership

Hosiery Week Activities: the month of August officially has been designated as "National Hosiery Month." In celebration of this period, Neuville, the National Association of Hosiery Manufacturers (NAHM) and the Carolina Hosiery Association (CHA) coordinate several events for Neuville employees.

- **Carowinds:** special discounted Carowinds tickets to be used during "Hosiery Week" are available in Neu-Mart.
- **Softball:** Neuville sponsors a softball team to compete in the CHA Division Tournament.
- **Hickory Fishing Tournament:** this fishing frenzy is held on a Saturday morning during August at Lake Hickory.
- **Hickory Motor Speedway Races:** the Hickory Motor Speedway "celebrates hosiery" by offering special ticket prices to a race during Hosiery Week. (Tickets available in Neu-Mart).
- **Canned Food Drive:** Neuville sponsors a canned food drive to assist East Burke Christian Ministries. All employees bringing one or more canned good items sign their name on a sheet provided to be registered for a three-day/two-night stay at the Grove Park Inn Resort in Asheville. This includes golf, two tickets to the Biltmore Estate and $200 in spending money!
- **Beach Trip:** all hosiery employees are eligible to win a three-day/two-night trip for two to Myrtle Beach, including $250 in spending money.
- **Hand Puppet Contest:** children ages 5-14 are invited to come to the Valley Hills Mall to create their own hand puppet. All materials to design hand puppets are provided. Prizes are awarded to 1st, 2nd and 3rd place winners, and 10 honorable mentions.
- **Art Poster Contest:** all artwork must be done by a child or grandchild of a hosiery employee. All artwork is judged by the

Hosiery Technology Center at Catawba Valley Community College East Campus.

- **Art of Hosiery:** employees are encouraged to use their creativity with materials found in a hosiery mill...yarn cones, boarding forms, packaging, etc...to win up to $50.
- **"Looking Forward":** employees over age 55 receive this educational brochure (published by the Hope Heart Institute) on a bi-monthly basis. "Looking Forward" is focused toward and relates to employees nearing retirement.
- **Loose Change:** employees receive this financially educational brochure (published by the Hope Heart Institute) on a bimonthly basis. Loose Change gives easy-to-understand financial guidance. ★

The benefits of winning a NESRA Award are . . .

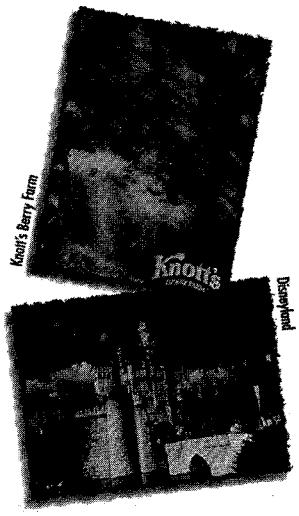
"Winning the award from my peers was the greatest experience I could have. It helped greatly in validating our employee services program and the success was a great example of management and employees coming together. We proved to our company that we can be all that we have discussed and strived for, to be the best we can be—the best of the best."

—Peggy Hubbard Fink, EAC coordinator, Mitsubishi Motor Manufacturing of America. Employee Store Award



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Wyndham Palm Springs Hotel AND

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Contact:

For general information,
John Borja at **(619) 271- 6483**
For exhibitor information,
Nancy Nichols at **(760) 325-1449**
For registration questions,
Vicky Townsend at **(818) 416-7882**
or Write to P.O. Box 920784, Sylmar, CA 91392-0784

NESRA Host Chapter: **A.I.R.C. / Burbank, California**

Atchison-Bair and Felak H nored for Serving NESRA

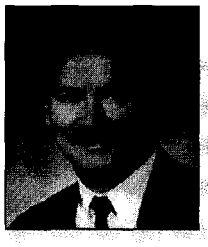
The National Employee Services and Recreation Association (NESRA) honored Betty Atchison-Bair, CESRA, human resources specialist, of R.R. Donnelley & Sons and John Felak, CESRA, executive director, Operations Recreation Association, with NESRA's Distinguished Service Award for their outstanding long-time contributions of time and expertise to NESRA over the years. This is a very special award. Over the past 57 years, this award has been given to only a select few individuals who represent the definition of the word "volunteer." Their efforts have helped NESRA progress and they have earned the respect of their peers.



Betty Atchison-Bair, CESRA, human resources specialist, R.R. Donnelley & Sons

Atchison-Bair, a certified employee services and recreation administrator (CESRA), helped begin her local chapter of NESRA, Northern Indiana Employee Services and Recreation Association in 1984 and served in various leadership positions locally. She remains active in the chapter now serving as activities coordinator. Nationally, Atchison-Bair is a current trustee of the NESRA Education and Research Foundation. At NESRA's Annual Conference & Exhibit, she coordinated silent and live auctions that raised money for continued research in the employee services field.

Whether she is serving as a resource for the association's magazine, *Employee Services Management*, as a session chair, or providing peer consulting, Betty Atchison-Bair, CESRA, continues to help NESRA promote the value of employee services.



John Felak, CESRA, executive director, Operations Recreation Association

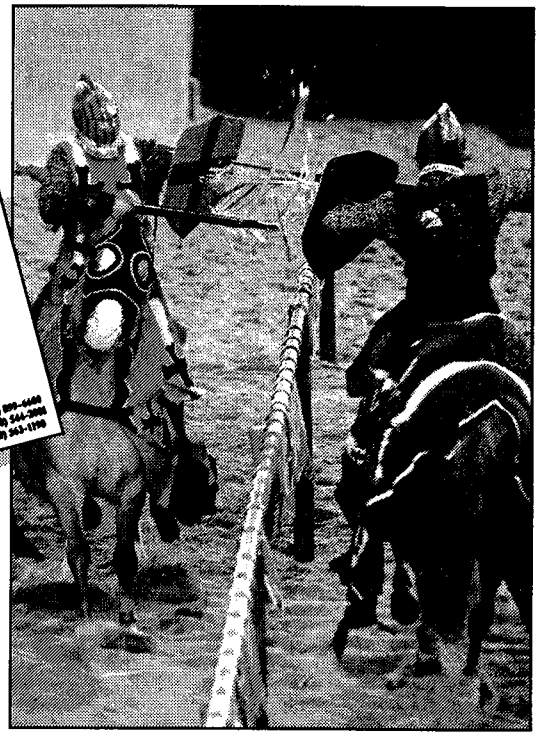
Felak led NESRA members to justify the value of employee services during his term as president in 1994. In 1997 Felak broadened his management's knowledge of employee services when he nominated Ambrose L. Schwallie President of Westinghouse Savannah River Company as NESRA's Employer of the Year and Schwallie accepted the award.

Felak has chaired NESRA's Strategic Long Range Planning Task Force and had an integral role in developing **NESRA Select**.

He spoke at NESRA regional and national conferences and continues to provide his expertise in times of need. Locally he serves as president of the NESRA of Augusta chapter. This NESRA past president has made dramatic contributions to NESRA for nearly 10 years.

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Enter a magnificent castle and feast on a four-course dinner complete with beverages. Watch six brave knights on beautiful Andalusian stallions compete in tournament games and jousting matches that end with a clash of swords and breathtaking battles. Entertainment for the whole family.

EMPLOYEES AND THEIR FAMILIES CAN ENJOY YEAR-ROUND SAVINGS WITH OUR SPECIAL KNIGHT CLUB CARD AT ALL SEVEN CASTLES.

CARDHOLDERS SAVE 15% off regular admission, up to six guests per card, (excluding Saturdays) and **SAVE 10%** on merchandise in our gift shops. (Some restrictions apply. See the back of the Knight Club Card for additional details.)

Call now to order your supply of Knight Club Cards. These wallet-size cards are valid at all Medieval Times Dinner & Tournament locations in the U.S. and Canada. Also ask about special group rates, private themed rooms, exclusive performances and meeting space. Our 11th century style castles can accommodate over 1,000 guests.

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(near Disneyland and Knott's Berry Farm)
Jim Lennartson
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LYNDHURST, NEW JERSEY
(in the Meadowlands area)
(201) 933-7608 • (800) 828-2945

SCHAUMBURG, ILLINOIS
(NW suburbs of Chicago)
(847) 882-1496 • (800) 544-2001

KISSIMMEE, FLORIDA
(near Walt Disney World)
(407) 396-2900 • (800) 229-8300

DALLAS, TEXAS
(across from the Market Center)
(214) 761-1801 • (800) 229-9900

TORONTO, ONTARIO, CANADA
(Exhibition Place, Dufferin Gate)
(416) 260-1170 • (800) 563-1190

MYRTLE BEACH, SO. CAROLINA
(at Fantasy Harbor)
(800) 236-8080 • (800) 436-4FUN

© Medieval Times Dinner & Tournament

NESRA's 1998/1999 Buyer's Guide

How To Use This Buyer's Guide For Employee Benefits!

This *Buyer's Guide* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members. This directory was developed with information including prices and descriptions that were furnished by the Associate Members.

RETAIN THIS SECTION. It becomes a handy resource for employee discounts. New National Associate Members are listed monthly in a "Buyer's Guide Update" in *Employee Services Management* magazine. Keep a copy of the Update with your directory to maintain a current resource.

NESRA's Buyer's Guide is currently updated and accessible on the Internet through NESRA's website http://www.nesra.org.

Read through *NESRA's Buyer's Guide* to see what is available to you and your employees and call the contact listed to receive more information about the companies' products/services. Always identify yourself as a NESRA Member when calling and in some cases, should the Associate Member furnish a NESRA identification number to your organization, use your company's assigned number.

Buyer's Guide Table of Contents

To enhance the use of this *Buyer's Guide*, we provide the following quick reference that contains the nine categories of suppliers, the page the category begins and a description of the products/services found in that category:

Awards/Recognition/Gifts **B3**
Plaques, ribbons, engraved items, or any special type of item or merchandise used to recognize employees' merits

Family Entertainment **B4**
Attractions, amusement parks, tourist attractions, shows, family fun places and events

Fitness/Sports Equipment/Sportswear **B6**
Products to assist the promotion of wellness and fitness including sporting goods, magazines, sports clothing and accessories and fitness facility items

Hotels/Resorts **B7**
Listed first by multi-locations and then alphabetically by state

Merchandise/Discount Cards **B12**
Merchandise offered to employees at a discount including discount cards and services. General merchandise/items to be sold in an employee store.

Photofinishing **B16**
Professional film developing programs offered at companies

Specialty/Professional Services **B16**
Services—financial, printing, consulting, special event planners, etc.

Travel **B19**
Travel services—air, bus, car rental, cruise lines and tour services

Visitors/Convention Bureaus **B21**
Information on facilities and services in specified areas

NESRA
NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION

NESRA Headquarters ■ (630) 368-1280
For new National Associate Members added since this printing—
check *Employee Services Management's* magazine each month
or find us on the Internet at http://www.nesra.org for a current listing of offerings.

Awards/ Recognition/ Gifts

Awards by Kaydan
221 Depot St.
Antioch, IL 60002-1508
(847) 395-2900
Contact: Kathy Dreyer

Bulova Corporation
One Bulova Ave.
Woodside, NY 11377-7874
(718) 204-3331
(718) 204-3546 FAX
Contact: Spencer Toomey

Reward dedication and hard work with quality timepieces by Bulova, America's time-tested incentive supplier. "How-To" guides are available to assist in program planning. Request our Awards Catalog for customized incentive and service awards and corporate gift selections.

International Diamond Center
3696 Ulmerton Rd.
Clearwater, FL 34622
(800) 275-3366
(813) 572-7258 ext. 121
(813) 572-6882 FAX
Contact: Fred Miller

International Diamond Center offers recognition and giftware to reward staff members for achievement, longevity, safety and special recognition. We offer corporate logo jewelry, manufactured to your specifications, giftware, watches and writing instruments for your staff such as TAG Heuer, Rado, Raymond Weil, Seiko, Pulsar, Waterford, Orrefors, Mont Blanc, A.T. Cross and Quill. Our retail showrooms offer a tremendous selection of Gem Lab Certified diamonds, gemstones and gold jewelry in 14kt and 18kt. NESRA members receive a 15 percent discount.

Krementz & Co.
375 McCarter Hwy.
Newark, NJ 07114
(201) 621-8300
(201) 596-1148 FAX
Contact: Naomi Douglas

Hand-crafted in the U.S. since 1866, Krementz jewelry is available in gold-overlay, 14kt, 18kt and sterling silver. Krementz jewelry looks beautiful and is attractively packaged for display purposes.

R. J. Roberts & Co.
1181 S. Rogers Circle, Ste. 10
Boca Raton, FL 33487
(561) 241-1122
(561) 241-1655 FAX
E-Mail: RJR1181@aol.com
Contact: Ronald Roberts

The R. J. Roberts & Co.'s low, six-piece, mix-or-match minimum order helps you keep your company store apparel inventory down, lets you offer staff incentives with top quality, custom-embroidered clothing, and gives each employee the freedom to buy merchandise with your corporate logo directly through our catalog!

Right 4 You, Inc.
245 Riviera Dr.
Unit 8
Markham, Ontario, Canada L3R5J9
(905) 415-0055 ext. 11
(905) 415-7667 FAX
E-Mail: Ethan@Right4You.com
Contact: Ethan Kalef

Right 4 You, Inc. offers all natural health and beauty care products, anti-bacterial products and gift sets.

See's Candies
Quantity Order Dept.
P.O. Box 3235
Culver City, CA 90231-3235
(800) 877-7337
Contact: Carolyn Matazara

See's Candies offers fresh quality boxed chocolates and candies available at significant discounts for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are available.

Totally Chocolate
1855 Pipeline Rd.
Blaine, WA 98230
(800) 255-5506
(360) 332-1802 FAX
Contact: Nancy Blair

Totally Chocolate pioneered engraved chocolate. Our patented engraving method delivers any logo, illustration or message with absolute precision. All of our products feature the finest European milk or dark chocolate.

Wittnauer International
145 Huguenot St.
New Rochelle, NY 10802
(914) 654-7200
(914) 654-7231 FAX
Contact: Liz O'Brien

Wittnauer is a manufacturer and distributor of fine Swiss timepieces since 1880 and its products are available to NESRA members. Perfect for all gift, award and incentive needs. Featuring Wittnauer (dress), Zodiac (sport) and Adidas (sport) watches sold at full retail. We offer significant discounts to NESRA members.

Zippo Manufacturing Co.
33 Barbour St.
Bradford, PA 16701
(814) 368-2700
(800) 362-3598 FAX
Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts that can be customized with corporate logos. Great for employee recognition, company stores, service awards and safety awards. Product selection includes knives, lighters, flash-lights, tape measures, key holders, writing instruments, etc. Made in U.S.A. Lifetime guarantee. Call for a free catalog and also ask about our speculative sample program.

"Through our NESRA membership we have been able to offer our employees fantastic discounts. The relationships we have built with vendors continue to prosper."

Lisa Callaway
The Prudential
Newark, NJ

Family Entertainment

AMF Bowling Centers
455 E. Red Bridge Rd.
Kansas City, MO 64131
(816) 941-9139
(816) 941-9144 FAX
E-Mail: BRouseSale@aol.com
Contact: Robert Rouse

AMF Bowling Centers offer national accounts, complimentary organizational parties, discount corporate card for open play (for associates) and local, national and regional programs.

Anheuser-Busch Theme Parks
Park 80 West, Plaza II
Saddle Brook, NJ 07663
(201) 845-4412
(201) 845-5155 FAX
Internet: http://www.4adventure.com
Contact: Craig Batten

Anheuser-Busch Theme Parks Club USA card offers NESRA members discounts on admission to and merchandise at our parks. Club USA is available to corporations with 100 or more employees and is a free program. Company picnics, corporate outings, consignment tickets and prepaid ticket sales are also available to your company. Our exciting theme parks include: Sea World in Orlando, FL; San Diego, CA; Aurora, OH; and San Antonio, TX; Busch Gardens in Tampa, FL and Williamsburg, VA; Sesame Place near Philadelphia, PA; and our water parks—Adventure Island in Tampa, FL and Water Country USA in Williamsburg, VA. New in 1998—Journey to Atlantis at Sea World of Florida! This will be a heart-pounding, white-knuckle experience plunging eight riders at a time into the middle of a fierce battle between good and evil for the lost city of Atlantis. Those brave enough will encounter spine-tingling thrills, a dangerous swirling vortex, blasting fountains and two of the steepest, wettest, fastest drops in the world.

Brunswick Recreation Centers/ Leiserv, Inc.
1 N. Field Court
Lake Forest, IL 60045-4811
(847) 735-4587
(847) 735-4503 FAX
Internet: www.brunswickbowling.com
Contact: Susan Schory

Brunswick, one of the largest chain operators of family bowling and recreation centers in North America, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis. In addition, Brunswick's new futuristic, glow-in-the-dark Cosmic Bowling is perfect for company parties, group outings and fund-raising events.

Grand Canyon Railway (The)
Business Office
123 N. San Francisco, Ste. 210
Flagstaff, AZ 86004
(520) 773-1976
(520) 773-0108 FAX
Internet: www.thetrain.com
Contact: Thomas Ripp, Janet Engel

The Grand Canyon Railway offers a vintage train ride to the Grand Canyon. Take a "step back-in-time" with this magical nostalgic train journey to the magnificent South Rim of the Grand Canyon. Depart I-40 at Williams, AZ. Free refreshments, wild west show and musical entertainment.

Henry Ford Museum & Greenfield Village
20900 Oakwood Blvd.
P.O. Box 1970
Dearborn, MI 48121-1970
(313) 271-1620 Information
(313) 982-6008 Direct Dial
(313) 982-6247 FAX
E-Mail: VickieL@hfmgv.org
Contact: Vickie Lumetta

America's largest indoor/outdoor museum tells the story of the country's evolution from a rural to an industrial society. "The Automobile in American Life," a multimedia study of car culture in the U.S. headlines the museum's exhibits on transportation, communication, household furnishings and entertainment. Visitors to the village can tour the historic homes and workplaces of such famous Americans as Thomas Edison, Henry Ford, George Washington Carver and the Wright Brothers. Enjoy horse-drawn carriage rides in summer and winter sleigh rides.

Knott's Camp Snoopy
Mall of America
5000 Center Ct.
Bloomington, MN 55425-5500
(612) 883-8531
(612) 883-8683 FAX
E-Mail: bkreutz@campsnoopy-moa.com
Contact: Beth Kreutziger

Knott's Camp Snoopy is a seven-acre indoor theme park set in the heart of Mall of America—the nation's largest shopping and entertainment complex. Our group programs include corporate ticket consignment, mix-in events, private parties and picnics.

Legends In Concert
3153 Fire Rd., Ste. 2A
Egg Harbor Twp., NJ 08234
(888) 848-7469
(609) 383-1200
(609) 383-1235 FAX
Contact: Flo Kelly

Legends In Concert features the world's most talented live tribute artists recreating performances of superstars such as Elvis Presley, Dolly Parton, Tina Turner, Garth Brooks and many more.

LEGOLAND California
703 Palomar Airport Rd., #340
Carlsbad, CA 92009
(760) 438-5346
(760) 603-0032 FAX
E-Mail: KarenK@america.lego.com
Contact: Karen Knight

LEGOLAND California will open in Spring of 1999. Located in Carlsbad, (30 minutes north of San Diego), LEGOLAND will offer families with children the ultimate shared experiences with a full day of LEGO attractions, rides and hands-on play areas.

Livent Inc.
165 Avenue Rd., Ste. 600
Toronto, Ontario, Canada M5R 3S4
(416) 925-7466
(416) 324-5495 FAX
E-Mail: Khicks@livent.com
Contact: Kevin Hicks

Livent Inc. is one of North America's leading producers of live theatrical productions such as The Phantom of the Opera, Show Boat, Joseph and the Amazing Technicolor Dreamcoat, Candide and Ragtime. Call to organize a group of 20 or more employees.

Loews Theatres Special Products
607 Boylston St.
Boston, MA 02116
(800) 576-7849
(617) 425-5177 FAX
Contact: Maura Hayes-Campbell

Loews Theatres Special Products represent the discount ticket and gift certificate programs of your favorite entertainment destinations—Loews Theatres, Sony Theatres, Sony Imax Theatres, Star Theatres and Magic Johnson Theatres. Our programs can be used by your company as corporate incentives, staff benefits, marketing promotions or for resale at your employee store. With a savings of over 30 percent off the box office price, our discount tickets and gift certificates are out of this world!

Medieval Times Dinner & Tournament North America
7662 Beach Blvd.
Buena Park, CA 90620-1838
(714) 634-0213
(714) 670-2721 FAX
Internet: www.MedievalTimes.com
Contact: Jim Lennartson

Call now to enroll in the Medieval Times exclusive year round KnightClub Card program, offering a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at California; Chicago; Dallas; Florida; New Jersey; South Carolina and Ontario, Canada castles. Additionally, cardholders enjoy a 10 percent savings on mechandise in our gift shops. KnightClub Cards are available at no cost. Medieval Times also offers group rates for that special company outing. Take advantage of these exciting discounts for your employees and their families to see the show that's become a legend.

New York City Opera
20 Lincoln Center Plaza
New York, NY 10023
(212) 870-5618
(212) 724-1120 FAX
E-Mail: NYCO@interport.net
Contact: Joanna Shows

New York City Opera has redefined the opera repertory with innovative productions of rarely performed works as well as beloved classics. During its Fall-Spring season at Lincoln Center's NY State Theater, City Opera showcases some of the world's most exciting singers, directors and designers.

New York Yankees
Yankee Stadium
161st & River Ave.
Bronx, NY 10451-2194
(718) 293-4300 ext. 552
(718) 293-8431 FAX
Contact: Tony Morante

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of 12 people. Adults $6, Children $3, Students $2, Senior Citizens $1.

Planet Hollywood
7380 Sand Lake Rd., Ste. 120
Orlando, FL 32819
(407) 206-5161
(407) 352-1792 FAX
Contact: Nancy-Ellen Dance

Planet Hollywood offers NESRA members an exciting dining experience combining the magic of movie memorabilia, electrifying entertainment and fantastic food in an out-of-this-world atmosphere! Gift with purchase/VIP seating cards available to your employees.

Richard Petty Driving Experience
P.O. Box 10043
Lake Buena Vista, FL 32830
(407) 939-0130 ext.145
(407) 939-0137 FAX
Contact: Dale Settles

At Richard Petty Driving Experience, guests can drive or ride a Winston Cup Style Stockcar. We offer a variety of programs to suit your needs at our locations in Atlanta, Charlotte, Las Vegas and Walt Disney World Speedways. Ten percent discount for NESRA members. The perfect gift, award or incentive.

San Diego Zoo
San Diego Wild Animal Park
10946 Willow Ct., Ste. 300
San Diego, CA 92127-2410
(619) 675-7900
(619) 675-7911 FAX
Contact: Mary Lou Antista-Suba

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, Zoofari Club card program for companies with 100-plus employees, picnics and group outings for all sizes of groups.

SHEAR MADNESS
National Sales Office
74 Warrenton St.
Boston, MA 02116-5622
(800) 992-9035
(617) 695-1230 FAX
Internet: www.shearmadness.com
Contact: Janis James

Shear Madness is the hilarious whodunit where the audience takes a stab at catching the killer. Set in a unisex hairstyling salon that is the scene of a wacky murder, the play is filled with up-to-the-minute spontaneous humor and it's different every time you see it. Shear Madness is delighting audiences in Boston, Chicago, San Francisco and at the Kennedy Center in Washington, DC. Generous group discounts are available. Now booking through '98.

Silver Dollar City, Inc.
4800 State Hwy. 165
Branson, MO 65616
(417) 336-7412
(417) 336-7410 FAX
Contact: Jett Parker

Silver Dollar City, Inc. is a 1890s entertainment park, pioneer crafts village, living history museum and special events showplace all in one that specializes in fun. Stroll along tree-lined streets, visit with master craftsmen at work and stop in for lively shows. Discover Branson's best!

Sports Marketing Int'l. (SMI, Inc.)
Moscow State Ballet
27 E. Housatonic St.
Pittsfield, MA 01201-6407
(800) 320-1733 Reserv.
(413) 499-1733
(413) 499-3820 FAX
E-Mail: smi@nutcracker.com
Internet: http://www.nutcracker.com
Contact: Barbara Boucher

Moscow State Ballet's enchanting Nutcracker 1998 Tour Nov.-Dec. Beautiful dancing, lavish sets and costumes, a holiday tradition loved by all generations. Russian souvenirs. The '98 tour includes Washington, DC; Baltimore, MD; Providence, RI; Durham, NC; New Orleans, LA; Purchase, NY; Jackson, MS; Little Rock, AR (other cities to be announced). Tickets: $18-$40 (Washington, DC and Purchase, NY $45). Discounts available for NESRA members. Please inquire about 40 percent discounts on gold circle seating.

United Artists Theatres
9110 E. Nichols Ave., Ste. 200
Englewood, CO 80112-3451
(800) 784-VIPS
(303) 792-8773
(303) 792-8606 FAX
Internet: www.UATC.com
Contact: Joanne Dunn

United Artists Theatres Discount Ticket Program offers an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices. Tickets can be resold to employees, or given as a gift, prize or reward. Gift certificates also available. Valid at any United Artists Theatre nationwide.

Universal Studios Florida
1000 Universal Studios Plaza
Orlando, FL 32819-7605
(407) 224-6056
(407) 363-8290 FAX
Contact: Janet Carrier

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

Universal Studios Hollywood
100 Universal City Plaza, SC79-5
Universal City, CA 91608
(714) 634-3663 (Fan Club Hotline)
Consignment programs contact:
(818) 622-6844: Susan McCloskey
E-Mail: szmcclo@mca.comm
(818) 622-3200: Melanie Karell

Now everything that happens in the movies happens to you! Get ready to live the most spine-tingling adventure in 65 million years. JURASSIC PARK THE RIDE brings the biggest blockbuster ever thundering to life on the most spectacular water ride of all time. Then scream through time on BACK TO THE FUTURE—The Ride from the 21st Century. Catch a tidal wave of action as WATERWORLD—A LIVE SEA WAR SPECTACULAR, brings the hit movie surging to life. New this year, Totally Nickelodeon comes screaming to life right before your very eyes. UNIVERSAL STUDIOS HOLLYWOOD, where Hollywood and you come alive.

Walt Disney's Magic Kingdom Club
P.O. Box 4489
Anaheim, CA 92803-4489
(714) 781-1550
(714) 781-1540 FAX
Contact: Any Representative

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland Resort, Walt Disney World Resort, Disneyland Paris and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan. Your Magic Kingdom Club Membership Card and Guide are available at your personnel or recreation office.

Wet'n Wild Florida, Inc.
6200 International Dr.
Orlando, FL 32819-8239
(407) 351-1800
(407) 363-1147 FAX
Contact: Jo-Ann Moltz

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a $3 Sun'n Surf Club discount to NESRA members at all locations.

Wisconsin Dells Passport To Pleasure Program
560 Wisconsin Dells Pkwy.
Wisconsin Dells, WI 53965
(608) 254-2525
(608) 254-6103 FAX
E-Mail: bartlett@dellsnet.com
Contact: Kristi Meister

Your employees can save up to 35 percent on the area's most popular attractions—the more you see, the more you save. Call or FAX for further details on this free industrial promotion.

Fitness/Sports Equipment/ Sportswear

All American Golf, Inc.
112 E. Van Buren
Joliet, IL 60432
(815) 726-0500
(815) 726-0544 FAX
E-Mail: ylkgolf@aol.com
Contact: Edward Rhee

All American Golf, Inc. is a manufacturer of golf bags, clubs and accessories. The company has served golf industries for over 20 years and specializes in corporate promotions and incentives. NESRA members will receive a 30 percent discount.

Antigua Group, Inc. (The)
9319 N. 94th Way
Scottsdale, AZ 85258
(602) 860-1444
(602) 860-0083 FAX
Contact: Dan Moore

Antigua offers men's and ladies' sportswear along with golf and business accessories. Antigua is known as the "cadillac" in the corporate market with very reasonable pricing.

College House, Inc. (The)
601 Cantiague Rd.
Westbury, NY 11590
(800) 888-7606
(516) 334-7600
(516) 334-7354 FAX
E-Mail: CHouse601@aol.com
Contact: Ned Jones

College House proudly produces a complete line of upscale screenprinted and embroidered sportswear. We offer custom, innovative graphics created by our in-house Art Department. Please call for a catalog and details about our NESRA program.

Corporate Shoe (The)
13534 Method St.
Dallas, TX 75243
(972) 889-9886
(972) 889-8801 FAX
Contact: David White

The Corporate Shoe provides NESRA members with a turnkey installation and management of a brand-name athletic and safety shoe department located in either the company store or fitness center. NESRA members can receive up to a 25 percent override on gross sales. Employees can receive up to a 20 percent discount on merchandise.

Fairway Products™
631 Carlisle Dr.
Herndon, VA 20170
(800) 439-2718
(703) 904-9561
(703) 904-9563 FAX
Contact: Rick Supchak

Fairway Products is a Golf Ball and Baseball imprinting company with up to four-color capability. We are committed to quality and service. Fairway Products can reproduce your logo to include even the smallest of details. Please call for information on packaging styles for your company stores. "We'll Keep You On The Ball."

GEAR For Sports®
9700 Commerce Pkwy.
Lenexa, KS 66219-2402
(800) 423-5044
(913) 888-0535
(913) 888-4273 FAX
Internet:
www.corpsales@GEARForSports.com
Contact: Kirk Kowalewski, Daryl Donati

Gear For Sports® offers a complete line of high quality sportswear including polos, woven shirts, outerwear, windwear, sweaters, sweatshirts, T-shirts and shorts. In addition, GEAR For Sports® now offers a range of high quality bags, caps, Baby GEAR and Ladies GEAR. We can embroider or silkscreen these items with your company name, logo or create a custom design for you.

Landmark Products Corporation
314 N. 11th St.
Blue Springs, MO 64015
(816) 229-7774
Contact: Russell Mende

Choose from Family Pride® Products: T-shirts, sweatshirts, ad-specialties, trademarked and copyrighted custom designs expressing the unique relationship between work and family. Landmark Products captures the essence of people as employees and family members reflecting their pride.

NordicTrack
103 Peavey Rd., M601
Chaska, MN 55318
(800) 245-6108
(612) 368-5771 FAX
E-Mail: ken_paxton@nordictrack.com
Contact: Ken Paxton

NordicTrack, the world's leader in home fitness equipment, is providing NESRA members with the opportunity to purchase our complete line of fitness equipment at a preferred NESRA savings. This savings is made available through BeneFitness, NordicTrack's Corporate Fitness Program.

Proformance Research Organization (Player's Edge Golf Schools)
5335 W. 48th Ave.
Ste. 200
Denver, CO 80212
(800) 469-8326
(303) 458-1000
(303) 458-6454 FAX
Contact: Douglas Weiner

Proformance Research Organization featuring the "Player's Edge" Golf Schools, takes pride in its reputation as the leader in integrated golf training. Our high standards for customer service, personalized attention and outstanding locations are unmatched. Call our toll-free number for information and locations.

Rawlings Sporting Goods
1859 Intertech Dr.
Fenton, MO 63026
(314) 349-3519
(314) 349-3580 FAX
Contact: Jim Tietjens, Dede Dierkes

Rawlings Sporting Goods offers a full line of sports equipment including baseball, softball, basketball, football and hockey. All Rawlings' products can be customized with a corporate or event logo. Rawlings' licenses include Official Basketball of the NCAA, Official Football of the NCAA and Official Baseball of the Major Leagues including All Star, League Championships and World Series Games.

Sope Creek/The J & L Group
1700 Cumberland Point Dr., Ste. #5
Marietta, GA 30067
(770) 951-9077
(770) 951-9088 FAX
Contact: Lewis Shubin

Choose from a coordinated line of embroidered sportswear including polo shirts, sweaters, vests and fleece. Merchandise is currently purchased by major corporations, hotels, resorts and golf clubs throughout the U.S. Current accounts include the Ritz-Carlton Hotel Company, Pebble Beach and Coors Brewing Company.

Hotels/Resorts

Multi-locations

AmeriSuites
1775 The Exchange, Ste. 260
Atlanta, GA 30339
(800) 833-1516
(770) 955-9007
(770) 955-3806 FAX
Contact: LuAnn Schratter

AmeriSuites: America's affordable all-suite hotels feature spacious suites with separate sleeping and living areas. Each suite includes refrigerator, microwave, wet bar and coffee maker. Complimentary deluxe continental breakfast buffet is offered. Locations are Atlanta and Augusta, GA; Miami, Jacksonville and Tampa, FL; Little Rock, AR; Kansas City, MO; Flagstaff, AZ; Memphis and Nashville, TN; Richmond, VA; Greensboro, NC; Louisville, KY; Indianapolis, IN; Columbus, Cleveland and Cincinnati, OH; Detroit, MI; Chicago, IL; Columbia, SC; Dallas, TX and Baltimore, MD.

Avista Properties
5245 W. Irlo Bronson
Kissimmee, FL 34746
(407) 396-7700
(407) 396-0293 FAX
Contact: Kelie Zaboski

Quality hotels in the Disney resort area, including the new Days Inn Eastgate and Quality Inn Maingate West. In May 1998, the brand new Hampton Inn Maingate West opened; the closest Hampton to Walt Disney World. Also opening in 1998 is the Homewood Suites and Hampton Inn Lake Buena Vista.

Best Western International
6201 N. 24th Pkwy.
Phoenix, AZ 85016
(800) 528-1234
(602) 957-4200
(602) 957-5942 FAX
Internet: www.bestwestern.com
Contact: Sharon Reiling

Best Western International, Inc., is the world's largest lodging brand, with more than 3,700 independently owned and operated hotels. Participating Best Western locations in the U.S., Canada and the Caribbean offer a 10 percent savings opportunity. For reservations and participating locations, call our 800 toll-free reservations number and ask for your NESRA plan code OM. Across the street from ordinary.℠

Cendant Corporation
3838 E. Van Buren St.
Phoenix, AZ 85008
(602) 389-3986
(602) 220-5845
(602) 681-3266 FAX
E-Mail: Chris.Blunier@HFSInc.com
Contact: Chris Blunier

Cendant Corporation is the parent company of Days Inn, Howard Johnson, Ramada and Travelodge hotel companies. We offer substantial discounts to all NESRA member companies at over 5,000 hotels in North America.

Choice Hotels, Int'l.
10750 Columbia Pk.
Silver Spring, MD 20901-4427
(800) 4-CHOICE
(301) 979-5185
(301) 979-6192 FAX
Contact: Kim Hayes

Choice Hotels Int'l. (CHI) has more than 3,000 locations worldwide. NESRA members receive a 10 percent discount at participating Sleep, Comfort, Quality, Clarion, Econo Lodge and Rodeway Inns, Hotels and Suites (advance reservations required). A free continental breakfast is available at most locations and kids (18 and under) stay free.

Dimension Development Hotel Co.
5905 Kirkman Rd.
Orlando, FL 32819
(407) 351-3333
(407) 351-3527 FAX
Contact: Denise Buxton

Dimension Development Hotel Company owns and operates Holiday Inns, Homewood Suites and Hampton Inns throughout various cities in the U.S. We offer special rates to NESRA members.

Forever Resorts
P.O. Box 52038
Phoenix, AZ 85072
(602) 998-7199
(602) 998-8965 FAX
Internet: http://www.foreverresorts.com
Contact: Raigan Irwin

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in CA, GA, KY, MO, NV and TX, as well as Holiday Inn—Estes Park, CO, Signal Mountain Lodge in the Grand Tetons and Mormon Lake Lodge 17 miles south of Flagstaff, AZ. Discounts available for NESRA members.

Hotel Reservation Network
8140 Walnut Hill Ln., Ste. 203
Dallas, TX 75231
(800) 964-6835
(214) 361-7311
(214) 361-7299 FAX
Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, Orlando, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call for details.

La Quinta Inns
7770 Regents Rd., #113-348
San Diego, CA 92122
(800) 531-5900 Reserv.
(619) 622-1838 phone/FAX
Internet: http://www.travelweb.com/laquinta.htn
Contact: Penny Burich

La Quinta Inns offers a 10 percent discount at 250 Inns nationwide to NESRA members. Most of the nationwide rates range from $39-69. Rates vary depending on location, day of the week and availability. Rates are good for 1-2 people, children under 18 are free in your room. Call the 800 number above and ask for the NESRA rate.

Motel 6
14651 Dallas Pkwy., Ste. 500
Dallas, TX 75240
(800) 4-MOTEL (466-8356)
(214) 702-6926
(214) 702-5947 FAX
Contact: Ronda Wolpert

With more than 780 motels nationwide, Motel 6 offers the lowest prices of any national chain and always clean, comfortable rooms. You'll enjoy free local phone calls, no access charge for long distance, free HBO/ESPN and most offer a swimming pool. For toll-free reservations, call our 800 number.

Red Roof Inns, Inc.
4355 Davidson Rd.
Hilliard, OH 43026
(800) THE-ROOF
(614) 876-3322
(614) 771-9695 FAX
E-Mail: bmayer@redroof.com
Contact: Brian Mayer

Red Roof Inns is a leading economy lodging chain with 261 properties and more than 30,000 rooms in 35 states and the District of Columbia. These inns offer great value and provide the familiar comfort of extras like alarm clock radios, unlimited local calls, free ESPN, Showtime and other amenities to make you feel right at home. For reservations, call 1-800-THE-ROOF.

Windmill Inns of America
4250 N. Campbell Ave.
Tucson, AZ 85718-6580
(800) 547-4747 Reserv.
(520) 577-0007
(520) 577-0045 FAX
E-Mail: info@windmillinns.com
Internet: http://www.windmillinns.com
Contact: Kathy Stupp

Windmill Inns of America, a small hotel chain currently in Roseburg, Medford and Ashland, OR; Sun City West, Tucson and Chandler, AZ; and San Francisco Bay Area, CA; with growth plans throughout the West. From deluxe guest rooms to two-room suite properties, guests can find superior quality at an exceptional value. NESRA discount is 15 percent. Ask for NESRA rates!

California

Anaheim Ramada Inn
1331 E. Katella Ave.
Anaheim, CA 92805
(800) 228-0586
(714) 978-8088 ext. 439
(714) 937-5622 FAX
E-Mail: Sales@anaheimramada.com
Contact: Loreta Shaddock

The Anaheim Ramada Inn (receiver of the Ramada Gold Key award for the third time) stands for exceptional service and cleanliness. This beautifully landscaped property with palm trees and a 10-foot rock waterfall is located less than one mile from Disneyland with free shuttle service. Amenities include tea/coffee makers in all rooms, remote control TV with on-screen movie menus, in-room safes, large heated pool, whirlpools, men's and women's sauna rooms, state-of-the-art fitness facility, full-service restaurant (with room service) and sports bar. NESRA rate: $49 plus tax (1-4 persons per room) valid 9/16/98-12/31/98, $59 plus tax (1-4 persons per room) valid 3/16/98-9/15/98.

Best Western Seven Seas Lodge
411 Hotel Circle S.
San Diego, CA 92108
(800) 328-1618
(619) 291-1300
(619) 291-6933 FAX
Internet: http://www.bwsevenseas.com/05281.html
Contact: Lois Triviz

Best Western Seven Seas Lodge features 307 guest rooms, two mini-suites, one full suite and a limited amount of kitchenettes, in-room coffee, heated pool, two hot therapy pools, valet, laundry facilities, cafe with indoor and outdoor dining, free parking and complimentary shuttle service to airport, Amtrack and local attractions. Meeting and banquet facilities available.

Best Western Stovall's Hotels
1544 S. Harbor Blvd.
Anaheim, CA 92802
(800) 854-8175
(714) 776-4800
(714) 758-1396 FAX
E-Mail: stoval@aol.com
Contact: Robert Dgezits

Stovall's Best Westerns of Anaheim offers four newly remodeled hotels surrounding Disneyland Park in Anaheim, CA and is centrally located to most southern California attractions. NESRA members receive special rates.

Embassy Suites Hotel/ Disneyland-Buena Park
7762 Beach Blvd.
Buena Park, CA 90620
(800) EMBASSY
(714) 739-5600
(714) 521-9650 FAX
Contact: Calum Maclean

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at $99 based on availability.

KONA KAI Continental Plaza Resort & Marina
1551 Shelter Island Dr.
San Diego, CA 92106
(619) 221-8000
(619) 221-5953 FAX
Contact: Laurel Bates

This peaceful island hideaway was completely rebuilt into a distinctive full-service resort. It is surrounded by the crystal blue waters of San Diego Bay. Soft earthen tones merge with lush foliage and handcrafted furnishings inviting you to ease into our romantic untroubled world.

Pacifica Hotel Company
1033 Anacapa St.
Santa Barbara, CA 93101
(805) 899-2400
(805) 899-2424 FAX
Contact: Nadine Turner

Hotel Values! Charming hotels in California—many on the beach. Ideal "getaway" locations. NESRA members receive 10 percent off and many seasonal specials with further reduced rates. In Redondo Beach, Palm Springs, Marina Del Rey, Ojai, Santa Barbara, Pismo Beach, Cambria, Hermosa Beach, Venice, La Jolla, CA; Phoenix, AZ; and more.

Ramada Inn South Bay
850 E. Dominguez St.
Carson, CA 90746
(310) 538-5500
(310) 715-2957 FAX
E-Mail: WSCHNEPP@earthlink.net
Contact: Manny Irizarry

Only minutes from LAX International Airport, centrally located between Disneyland and Universal Studios, the hotel offers 165 spacious guest rooms, restaurant, lounge, banquet and meeting facilities as well as swimming pool, fitness room, guest laundry and lots of free parking, golf course, shopping mall, Queen Mary and Hollywood are nearby.

The Resort At Stallion Springs
P.O. Box 1497
Tehachapi, CA 93581
(805) 822-5581
(805) 822-4055 FAX
Orange County Office:
(714) 761-5509
(714) 761-7949 FAX
Contact: Beverly Lukens (Orange County)

An "OUT OF THE CITY, OUT OF THE ORDINARY" resort with exceptional golf, tennis, recreational and conference facilities. Located a short two-hour drive from Los Angeles, very affordable rates makes this resort perfect for getting away, meetings and reunions.

Florida

Adam's Mark Clearwater Beach Resort
430 S. Gulfview Blvd.
Clearwater Beach, FL 33767
(813) 298-5001 contact's number
(813) 443-5714
(813) 442-8389 FAX
Contact: Mary Hutchcraft

Here at the Adam's Mark Caribbean Gulf Resort you will find luxurious waterfront accommodations overlooking the white sands and warm aqua-blue waters of the Gulf of Mexico. The Adam's Mark features a large heated pool and whirlpool, superb dining, a high-energy dance club and Florida's most beautiful sunsets from our waterfront Tiki Bar. Championship golf, tennis, boat rental and fishing excursions are nearby. To make your stay as carefree as possible, we offer laundry service, car rental, money exchange, complete tour planning assistance and much more.

Buena Vista Suites
14450 International Dr.
P.O. Box 22826
Lake Buena Vista, FL 32830
(800) 537-7737 Reserv.
(407) 239-8588
(407) 239-1401 FAX
Internet: www.bvsuites.com
Contact: Elaine Bost

Looking for a treat for the whole family? Located one-and-a-half miles from Walt Disney World Resort, Buena Vista Suites is in the center of all there is to see and do in Orlando, and convenient to all major attractions. Buena Vista Suites features 280 spacious two-room suites with a private bedroom and separate living room with a sofa bed—accommodates up to six people (max. four adults). Your suite includes an in-room coffee maker, refrigerator, microwave and wet-bar, two TVs and a video player. Enjoy a free full American breakfast buffet daily and free scheduled transportation to the Magic Kingdom, Epcot Center and the Disney/MGM Studios. NESRA Suite Travel Club Special—$105 plus 11 percent tax per suite, per night. Rate subject to availability and advance reservations required. Must request NESRA rate when booking and show company I.D. at check-in. Rate valid through 12/20/98.

Colonial Plaza Inn
2801 E. Colonial Dr.
Orlando, FL 32803-5068
(407) 894-2741
(407) 896-9858 FAX
Internet: http://www.harleyhotels.com
Contact: Debra Vineyard

Convenient to all attractions, the Colonial Plaza Inn is within walking distance to two malls with over 35 restaurants and theaters. It is AAA-approved with a friendly staff, free HBO and use of safety deposit boxes. Refrigerator in rooms, two heated pools, whirlpool, and cafe on property.

Days Inn Maingate West of Walt Disney World
7980 W. Irlo Bronson Hwy.
Kissimmee, FL 34747
(800) 327-9173
(407) 396-1000
(407) 396-6542 FAX
Contact: Sharon Scott

This Five Sunburst property is located just 2.5 miles from the Walt Disney World resort. Each one of the 333 guestrooms features a mini-refrigerator and safe. Complimentary shuttle is available to Disney's theme parks. Call our 800 number for further information and excellent rates.

Enjoy Florida Hotels
7514 W. Irlo Bronson Hwy.
Kissimmee, FL 34747-1724
(800) 365-6935 Reserv.
(800) 290-2885 Group Reserv.
(407) 390-9124
(407) 390-1182 FAX
E-Mail: kissoffsales@mindspring.com
Contact: Bob Renka

Enjoy Florida Hotels offers six properties in the Orlando/Kissimmee area with a variety of rates and amenities. All hotels have free Disney shuttle and are conveniently located to major attractions. The Holiday Inn Express on International Drive offers complimentary breakfast bar. Econo Lodge Maingate East, Econo Lodge Maingate Hawaiian, Ramada Inn Westgate, Ramada Inn Resort Maingate and Holiday Inn Maingate West are in the Kissimmee attraction area.

Holiday Inns Florida Collection
6515 International Dr.
Orlando, FL 32819
(407) 903-1571
(407) 351-2963 FAX
Contact: Amy Peters

Six deluxe Holiday Inns in Florida's most requested locations offer special NESRA rates. Orlando International Airport; Orlando International Drive Resort; Orlando NIKKI Bird Resort, Disney World area; Winter Park; Cocoa Beach Oceanfront Resort and Tampa Busch Gardens.

Howard Johnson Maingate Resort
8660 W. Irlo Bronson Memorial Hwy.
Kissimmee, FL 34747
(800) 638-7829
(407) 396-4500
(407) 396-8045 FAX
Contact: Nasreen Ahmed

This affordable resort is located on 15 acres, only three-and-one-half miles from Walt Disney World. The grounds include 435 newly renovated rooms, two restaurants, a gift shop, lounge, three pools (one heated and covered), tennis, volleyball, basketball, fitness center, whirlpool, kiddie pool and game room. Free transportation to Disney Theme Parks. Special NESRA member rate is $59 net (based on availability).

Island One Resorts
2345 Sand Lake Rd., Ste. 100
Orlando, FL 32809
(407) 363-7475
(407) 354-2109 FAX
Contact: Jeff Morris

Island One Resorts is a premier collection of themed resorts in Orlando. You'll find a world of ways to relax and have fun—vacation after vacation and only minutes away from a myriad of attractions including Walt Disney World, Universal Studios and Sea World.

Outrigger Beach Resort
6200 Estero Blvd.
Ft. Myers Beach, FL 33931
(800) 749-3131
(941) 463-3131
(941) 463-6577 FAX
E-Mail: sales@outriggerfmb.com
Contact: Jeanne Bigos

Outrigger Beach Resort is a family-friendly Fort Myers beach-front resort! Great fun, lots of sun; all served with a smile and 25 percent discount for NESRA members. Includes full resort amenities and it is close to golf, fishing, shopping and attractions. Call Outrigger Beach Resort for details at (800) 749-3131.

Radisson Plaza Hotel Orlando
60 S. Ivanhoe Blvd.
Orlando, FL 32804-6493
(407) 425-4455
(407) 843-0262 FAX
Contact: Traci Parker

The newly renovated Radisson Plaza Hotel Orlando is a 340-room, full-service, deluxe hotel. Offering an outdoor pool, tennis courts and health club, the Radisson Plaza is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

Radisson Resort Parkway
2900 Parkway Blvd.
Kissimmee, FL 34747
(800) 634-4774
(407) 396-6792 FAX
Contact: Shawna Powell

The Radisson Resort Parkway is located just one-and-a-half miles from Walt Disney World. Parkway has two pools; one with waterfall/waterslide. Other features include the following: restaurant, lounge, deli, fitness center, snack bar, kids-eat-free program, free scheduled transportation to major attractions, laundry facilities, Pizza Hut Pizza and tropical gardens.

Summerfield Suites Hotel Orlando
8751 Suiteside Dr.
Orlando, FL 32836
(800) 830-4964
(407) 238-0777
(407) 238-0778 FAX
Internet: www.summerfield-orlando.com
Contact: Terri Caracuzzo

Beautiful one- and two-bedroom all-suite hotel features full-size kitchens, living rooms, two private bathrooms, separate telephone lines and voice mail in each bedroom; color TV in each room and a video player in each suite. Complimentary continental breakfast daily. Centrally located to all attractions. This property offers 150 suites and complimentary scheduled transportation into Walt Disney World. NESRA discount of 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

The Inn At Maingate
3011 Maingate Ln.
Kissimmee, FL 34747
(407) 396-1400
(407) 396-1171 FAX
Contact: Mimi Vielhauer

Located one mile from Disney, its features include complimentary shuttles to Magic Kingdom, EPCOT and MGM Studios, food court, two pools, whirlpool, tennis, exercise room and nearby golf course. A $15 million renovation is scheduled for completion in 1998.

Wyndham Safari Resort
12205 Apopka-Vineland Rd.
Orlando, FL 32836
(800) 423-3297
(407) 239-0444
(407) 239-1778 FAX
Contact: Pat Offenburger

This African themed luxury resort located in Lake Buena Vista is just 1/8 mile from the Walt Disney World resort area. Amenities include coffee makers, iron and full size ironing board, hair dryers, electronic safes, color TV with pay-per-view movies in the beautiful new rooms and suites. The resort offers a lushly landscaped courtyard with an oversized heated swimming pool featuring a giant Python water slide, kiddie pool and whirlpool. The game room, playground, fitness center and laundry facilities are popular with our guests. The Oasis Restaurant, ZanZibar Lounge and the Outpost Snacks and Provisions provide satisfaction for all appetites. Complimentary transportation is provided to the Magic Kingdom, EPCOT and MGM Studios.

Louisiana

Maison Dupuy Hotel
1001 Rue Toulouse
New Orleans, LA 70112
(504) 586-8000
(504) 525-3554
(281) 759-1553 (Contact's #)
(281) 759-2893 FAX
Contact: Sandy McCarthy

Located in the heart of the French Quarter of New Orleans, your employees will enjoy our lush garden courtyard, outdoor pool, spacious accommodations, signature restaurant and impeccable service. Allow the Maison Dupuy Hotel to host your next employee incentive program.

Nevada

Blair House Suites
344 E. Desert Inn Rd.
Las Vegas, NV 89109
(800) 553-9111
(702) 792-2222
(702) 792-9042 FAX
Contact: CeCe Knapp

The Blair House Suites is an all-suite property two blocks from the strip and two blocks from the Convention Center. NESRA member rates $45 weekday and $65 weekends.

Flamingo Hilton Laughlin
1900 S. Casino Dr.
Laughlin, NV 89029
(800) 292-3711
(702) 298-5093
(702) 298-5129 FAX
Contact: Gloria Lewis

The Flamingo Hilton Laughlin Hotel/Casino Resort features 2,000 guest rooms, 20,000 sq. ft. casino, swimming pool, tennis courts, arcade, full-service restaurants, live regular and seasonal entertainment, river tour boat and 7,000 sq. ft. of banquet and meeting space.

Reservations Plus
2275-A Renaissance Dr.
Las Vegas, NV 89119
(800) 805-9528
(702) 795-3999
(702) 795-8767 FAX
Contact: Kathy Clark

Reservations Plus offers a 10 percent NESRA discount on all advertised Las Vegas and Laughlin Hotel Packages and room-only accommodations. Additional services include car rentals, sightseeing tours, show tickets, golf arrangements, honeymoon and wedding packages. Call our 800 number to make reservations.

Riverside Resort Hotel & Casino
P.O. Box 500
Laughlin, NV 89029
(800) 227-3849
(888) 733-5824
(702) 298-2535
(702) 298-2612 FAX
Contact: Dave Johnson

Located on the beautiful Colorado River, this resort offers 1,405 spacious rooms and suites and features gourmet dining; 24-hour restaurant; Prime Rib Room; Buffet Room seating 422; two pools; six, first-run movie theaters; lounge entertainment; Western dance hall; top name performers in Don's Celebrity Theater; Race and Sport book; convention facilities; a classic car collection with free admission; dance studio; tea dances; 900 RV spaces and a 119-passenger tour boat.

Ohio

Holiday Inn Express—Kings Island
5589 Kings Mills Rd., P.O. Box 425
Kings Island, OH 45034-0425
(800) 227-7100 Hotel
(513) 398-8075 Reserv.
(513) 398-0970 Sales
(513) 398-9537 FAX Sales
Contact: Tracey Paugh

Holiday Inn Express-Kings Island located across from Paramount's Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to double plus rooms or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Call to request discount flyers at (800) 297-2336. Not valid holidays or special events.

Pennsylvania

Caesars Pocono Resorts
P.O. Box 40
Lakeville, PA 18438
(800) 327-3992
(717) 226-4506
(717) 226-4697 FAX
Contact: David Good

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee/member discounts are available through the Getaway Club Discount Card program. Call for more information.

Tennessee

Grand Resort Hotel & Convention Center
P.O. Box 10
Pigeon Forge, TN 37868
(800) 472-1188
(423) 453-1766
(423) 428-1500 FAX
Contact: Karl Thomas

Experience the ultimate in luxurious accommodations at the Grand Resort Hotel & Convention Center nestled at the foot of the Great Smoky Mountains in action-packed Pigeon Forge. This complex offers 425 spacious accommodations, full-service restaurant, gift shop, indoor/outdoor pool and 75,000 sq. ft. of convention space.

Smoky Mountain Resorts
P.O. Box 648
Pigeon Forge, TN 37868-0648
(800) 523-3919
(423) 453-2564 FAX
E-Mail: SMR@ICX.net
Internet: http://www.tn-traveler.com/smr
Contact: Ben Humphries

Smoky Mountain Resorts—where one call does it all for your Smoky Mountain Vacation. Six hotels with locations on the river, walking distance to mall and attractions and on the city's main thoroughfare. Smoky Mountain Friends Club offers 10 percent rooms discount and area attraction discounts year round.

Merchandise/ Discount Cards

Around The World Book Fair
209 Fitzwater St.
Philadelphia, PA 19147
(800) 775-1975
(215) 627-6143
(215) 627-6145 FAX
Contact: Susan Abrams

Around The World Book Fair offers your employees books and gifts up to 70 percent off retail. Employees visit the fair without disruption of their schedules and have the luxury of buying quality books and gifts at extraordinary discounts. We do all the work and you get a sizable donation for your employee group or favorite charity. All we need is a small area to set up. We organize, staff and run the event from start to finish. We also provide toys, books and gifts for corporate children's Christmas parties and hundreds of products for your company store.

Art Express
174 Bumfagon Rd.
Loudon, NH 03301
(603) 783-9080
(603) 783-8331 FAX
E-Mail: TimFord@aol.com
Contact: Cindy Ford

Art Express specializes in the sale of quality, framed prints to the corporate, government and hospital markets. Our selection appeals to many tastes, ranging from impressionist to African-American art. Prices are 30-40 percent below retail. On-site sales available.

Auto Buying Plan
P.O. Box 371642-5642
Denver, CO 80237
(800) 489-8739
(303) 627-9511 FAX
Contact: Robert Malcolm

Since 1984 the Auto Buying Plan has provided local NESRA chapter members with the best in discounted factory pricing on new and used vehicle purchases. This unique nationwide service makes buying a car affordable, efficient and hassle free.

Century Products Co.
9600 Valley View Rd.
Macedonia, OH 44056-2096
(330) 468-4379
(330) 650-2875 FAX
E-Mail: CAHcarseat@aol.com
Contact: Carol Helminski

Century Products Co. is the largest manufacturer of car seats in the U.S. and has been a leading manufacturer of juvenile products for over 30 years. Dedicated to quality with a commitment to research and development, Century Products has been an industry leader in the introduction of innovative, safety conscious products for babies. Century Products manufactures the following juvenile products: car seats, strollers, walkers, high chairs, swings, infant carriers, bath items, playards and bassinets.

Cherry Hill Furniture & Interiors
P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(800) 888-0933
(910) 882-0900 FAX
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

Corporate Advantage Group
South Country Rd., Box 586
Bellport, NY 11713
(800) 987-5607
(516) 395-3050
(516) 399-4181 FAX
E-Mail: advantage4u@worldnet.att.net
Contact: Marc Zdanow

We fill the gap when it comes to employee activities. We produce personalized ***Advantage Cards ™*** for large groups of employees. Cardholders receive incentives from local, regional and national businesses. We publish a local paper, the ***Advantage News™***, serving cardholders, local businesses and the community.

D & B Wholesale Cosmetics Inc.
345 Kaplan Dr.
Fairfield, NJ 07004
(800) 626-4141
(973) 575-1550
(973) 575-4969 FAX
Contact: Donald Gottheimer, Paul Gorrin

Designer ladies' and men's fragrances and cosmetics such as Christian Dior, Giorgio, Opium, Polo, Elizabeth Arden, Shalimar, Lancome, Liz Claiborne, Cool Water, etc.

Encyclopaedia Britannica
310 S. Michigan Ave.
Chicago, IL 60604
(312) 347-7179
(312) 347-7225 FAX
Contact: Lisa Schuchart

We offer discounts of up to 50 percent off retail price on the new Encyclopaedia Britannica, Britannica CD, Britannica Online, Children's Britannica and our entire line of educational products to any NESRA member group or company.

Entertainment Publications, Inc.
2125 Butterfield Rd.
Troy, MI 48084-3423
(248) 637-8400
(248) 637-9777 FAX
Contact: Anne Howell

The Entertainment Book is North America's most popular publication for savings on dining, attractions, sports, travel and more! Available in over 170 markets worldwide, each edition contains hundreds of 50 percent off and two-for-one offers. Entertainment provides its products to employee and nonprofit groups on consignment with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products.

Euro Fashions
P.O. Box 585659
Dallas, TX 75258
(214) 630-6067
(214) 630-4011 FAX
Contact: Michelle Kirsch

Euro Fashions presents a unique collection of fine fashion jewelry...jewelry with panache...jewelry with style...Whatever your style, you will find exciting designs ranging from classically tailored to boldly contemporary.

Fannie May Candies/
Fanny Farmer Candies
1137 W. Jackson Blvd.
Chicago, IL 60607-2905
(800) 444-3629 ext. 401
Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, client gifts, employee incentives or any special occasion. Great for fund-raising!

Fantasy Concepts, Inc.
6917 Wildglen Dr.
Dallas, TX 75230
(214) 691-0032
(214) 739-1749 FAX
Contact: Ron Baron

Fantasy Concepts designs and manufactures officially licensed sports theme novelty products. Our products serve as a unique and profitable fund-raising service for employee associations.

Farash & Robbins, Inc.
40 Ruta Ct.
South Hackensack, NJ 07606
(800) 486-4865
(201) 807-1990
(201) 807-0666 FAX
Contact: Burt Alkin

America's best watch program—famous national brand Quartz watches, "Promo" suggested retail $90-165 cost $23.95; "Deluxe" suggested retail $110-195 cost $29.95 and "Super" suggested retail $150-295 cost $39.95. All watches packed in 25, 36, and 50 units with factory warranties included with each watch in its own presentation box.

Flowers USA
40 Main St.
Centerbrook, CT 06409
(800) 243-2802
(860) 767-4500
(860) 767-4530 FAX
E-Mail: flowers@flowersusa.com
Contact: Todd Baldassaro

Call Flowers USA at our 800 number, 24 hours, 7 days a week to receive a 15 percent discount on all floral and gift deliveries nationwide. Simply identify yourself as a NESRA member and mention special discount code 277 to receive your savings.

Gamla Enterprises, North America, Inc.
16 W. 36th St.
New York, NY 10018
(800) 442-6526
(212) 947-3790
(212) 947-3559 FAX
Contact: Brian Tucker

Gamla Enterprises distributes Sigma binoculars, Nikon, Olympus, Canon, Minolta, Pentax, Vivitar, Konica, Kodak, Yashica, Ricoh and Samsung cameras as well as Sigma, Tokina, Vivitar and Tamron lenses and many other photo-related items.

Gold Coast Promotions
261 Alternate 19
Palm Harbor, FL 34683
(800) 822-1166
(813) 785-0919
(813) 789-1954 FAX
Contact: Robert Metzler

The nation's leader in employee on-site jewelry sales since 1982. We bring beautiful 14kt gold and sterling silver directly to your employees for one-day sales events. Top commissions are paid. We do it all!

Gold Mine and ALL ABOUT ACCESSORIES (The)
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Canyon Country, CA 91386-1831
(805) 251-4594
(805) 251-9753 FAX
Contact: Mary Elizabeth Glosup

We carry 14kt gold, sterling silver, costume jewelry and fashion watches. Our lines are the highest quality and because of our low overhead, we have the lowest prices. We come direct to your employees to raise money for your organization.

Golden Valley Lighting
274 Eastchester Dr., #117A
High Point, NC 27262
(800) 735-3377 ext. 61
(910) 882-7330
(800) 760-6678 FAX
(910) 882-2262 FAX
Internet: http://www.gvlight.com
Contact: Josephine Jaspers
Susan Rusnacko

The best way to buy lighting since 1926! Savings to 50 percent on lighting and lamps. Our catalog ($2 refundable) features hundreds of lighting fixtures and lamps in every style and every price.

HoneyBaked Ham Company (The)
11935 Mason Rd.
Cincinnati, OH 45249
(513) 583-9700
(513) 583-4190 FAX
Contact: William Donnelly

The HoneyBaked Ham Company is a family-owned and operated company offering fully cooked bone-in, spiral-sliced gourmet hams and other quality meat products, HoneyBaked brand condiments, deli items and party trays.

Image Network
410 S. First St.
San Jose, CA 95113
(408) 278-0478
(408) 278-0474 FAX
E-Mail: arnoldm@imagenetwork.com
Contact: Arnold Maler

Image Network has been a distributor of promotional merchandise for the past 10 years and provided logo merchandise catalogs for eight years. To facilitate global employee services needs, Image Network now has electronic shopping cart style catalogs with flexible service offerings.

Inventive Incentive Advertising Co. Inc.
One Bridge Plaza, Ste. 400
Ft. Lee, NJ 07024
(201) 592-5039
(201) 585-6109 FAX
Contact: Lawrence Stewart, Mindy Stewart

FREE! FREE to your facility! FREE to your employees! The ultimate perk! It's a custom-made discount mini-mall on a card! Our agency creates and produces nationwide, a fabulous employee program for corporations, manufacturers, hospitals, universities, government agencies, etc. that employ large numbers of people. This valuable card entitles all of your employees to pre-arranged discounts from a variety of businesses in your own community. If your facility qualifies for this FREE employee program, call us! Great perk! No work! Just distribute cards!

JanSport, Inc.
P.O. Box 1817
Appleton, WI 54913-1817
(920) 734-5708
(920) 831-2370 FAX
E-Mail: whitenp@vtc.com
Contact: Paul Whitener

JanSport is a manufacturer of backpacks and imprinted wearing apparel.

J. B. Benton Advertising
120 Sylvan Ave.
Englewood Cliffs, NJ 07632-2501
(201) 592-1510
(201) 592-8866 FAX
Contact: Thomas Feely

J. R. Specialties, Inc.
6215 W. Van Buren St.
Phoenix, AZ 85043-3522
(800) 945-6467
(602) 272-7200
(602) 272-7770 FAX
E-Mail: jrspecialty@attmail.com
Internet: www.jrspecialties.com
Contact: J. R. Roren

Professionals in promotional products, J. R. Specialties assists employee stores and associations to expand their market share and increase sales by implementing our merchandise catalog program. We are NESRA dedicated, experienced and have a track record of proven results. Free consulting is done on a one-on-one basis.

Jordan Worldwide
370 Commerce Dr.
Fort Washington, PA 19034
(800) 344-2823
(215) 654-8200
(215) 654-7575 FAX
E-Mail: ASTERN0806@aol.com
Internet: www.Jordanww.com
Contact: Adam Berman

"We're in the Business"—Jordan Worldwide is a full-line distributor to employee stores. They are sole distributors of Armitron (Looney Tunes) and Beverly Hills Polo watches, as well as other name brands, first quality lines. Jordan Worldwide specializes in supplying quality name brand and logo merchandise at below wholesale prices.

L'Adore Fine Fragrances Inc.
5 Lunau Lane
Thornhill, Ontario, Canada L3T5N1
(905) 886-8790
(905) 882-7835 FAX
E-Mail: samf@netcom.ca
Contact: Sam Fleiser

L'Adore offers exclusive European fragrances that are leading world class brands in Europe but not available in any retail stores. NESRA members receive discounts of up to 40 percent.

LaMarque Watch Co., Inc.
306 Hempstead Ave.
Malverne, NY 11565-1299
(516) 887-4700
(516) 599-8818 FAX
Contact: Stephen Padaetz

This 1949 USA-based manufacturer specializes in a complete customization and personalization program for timepieces, with minimums as low as 10 pieces of a style! Their Geneva limited edition™ collection features an assortment of affordably priced classic, dress, sport and fashion timepieces.

Let's Get Organized Leather & Accessories
21126 Merridy St.
Chatsworth, CA 91311
(888) LGO-4321
(818) 407-1903
(818) 718-0823 FAX
Contact: Allen Lottman

We offer on-site sales as well as selling to company stores. These sales feature leather handbags and wallets, travel bags, leather jackets, portfolios and a wide variety of accessories for the whole family. You can expect at least a 20 percent savings. Great fund-raiser.

Maggie May Accessories, Co.
375 Marlboro Rd.
Wood Ridge, NJ 07075
(201) 438-2056
(201) 438-7566 FAX
Contact: Terrence Moran

Maggie May Accessories, Co. distributes famous name brands and designer watches. A complete line is available of fun, fashionable and affordable costume jewelry. Jewelry store merchandise at special employee store prices.

National Distributors
5921 Baum Blvd.
Pittsburgh, PA 15206
(800) 247-4514
(412) 361-7577
(800) 583-3214 FAX
(412) 361-7311 FAX
Contact: Martin Mallit

National Distributors is a wholesale distributor of merchandise perfect for any company store. We can supply your store with health and beauty products (specializing in travel sizes), over-the-counter (OTC) medicines, hosiery, stationery, cameras, film, candy, cosmetics, gifts, fragrances and much more. Call for our wholesale catalog today.

North American Marketing Corp. (NAMCO)
100 Sanrico Dr.
Manchester, CT 06040-2225
(860) 649-3666
(860) 646-3692 FAX
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

Olympus America Inc.
c/o Jordan Worldwide
370 Commerce Dr.
Ft. Washington, PA 19034
(800) 344-2823
(215) 654-7575 FAX
Contact: Adam Berman

Leading manufacturer and distributor of Olympus 35mm cameras, microcassette recorders and binoculars. Special pricing and promotional opportunities available through Jordan Worldwide.

The Parker Management Group
430 7th St.
Palisades Park, NJ 07650
(201) 346-1435
(201) 346-1296 FAX
Contact: Joseph Catli

The Parker Management Group offers employee discount programs.

Philips Consumer Communications
RM NEC 11 5
5 Woodhollow Rd.
Parsippany, NJ 07054
(973) 581-4667
(973) 581-3105 FAX
E-Mail: ihullett@cp.lucent.com
Contact: Ivan Hullett

Great news regarding AT&T/Lucent/Philips branded telephone and electronic products (TVs, VCRs, phones) at a remarkably discounted employee price. Call or e-mail to take advantage of this offer and receive additional information.

Red Diamond Jewelry Company
6315 Adams St.
New Port Richey, FL 34652
(800) 249-0600
(813) 816-8749 FAX
Contact: Bob Hartwick, Sue Hartwick

Free Money! Red Diamond will come to you with over $100,000 worth of fashion, sterling and 14kt gold jewelry and conduct a 2-4 day sale for your employees leaving a percentage of the profits for your association.

Revlon, Inc.
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(203) 795-8386
Contact: Ken Campbell

Revlon, Inc. offers famous name brands, delivered factory direct, with savings up to 75 percent off on men's and women's fragrances, skin and haircare products, and much, much more.

R. J. Spencer Associates, Inc.
9825 W. Sample Rd., Ste. 203
Coral Springs, FL 33065-4040
(800) 711-3617
(954) 345-8991
(954) 345-8997 FAX
E-Mail: RJSpencerassoc@aksi.net
Contact: Marsha Kaye

R. J. Spencer Associates is an advertising company working with corporations, hospitals, government agencies and credit unions throughout the nation offering custom designed complimentary discount cards to all employees, members, retirees and volunteers of the aforementioned. Through a joint effort, the neighborhood merchants in your community offer wonderful discounts on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute/make available the free discount cards.

Samsung Opto-Electronics America, Inc.
40 Seaview Dr.
Secaucus, NJ 07094
(201) 902-0347
(201) 902-9342 FAX
Contact: Gene Soyka

35mm compact camera and binoculars, amps, digital and single lens reflex are available through Samsung Opto-Electronics America, Inc.

Schwabe Books
255 Easy St., #E
Simi Valley, CA 93065
(805) 523-1023
(805) 582-9513 FAX
E-mail: GSchw54082@aol.com
Contact: Greg Schwabe

Schwabe Books is offering NESRA members a generous commission structure and the largest and best book fairs for their employees featuring more variety and higher quality of books than similar events.

Selling Edge Inc.
214 W. 29th St.
New York, NY 10001
(212) 279-7200
(212) 279-6550 FAX
Contact: Tom Kearns

Selling Edge provides promotional merchandise for NESRA picnics, Take Your Daughter To Work® Day, Christmas parties, blood drives, special events, meetings, company stores and much more. Imprinted and nonprinted items. Name brand and designer name merchandise available.

Sony Electronics
1 Sony Drive
Park Ridge, NJ 07656-8003
(201) 930-7987
(201) 930-7665 FAX
E-Mail: bob_holodak@mail.sel.sony.com
Contact: Bob Holodak

Sony's Diversified Markets Group offers product purchasing programs for business. Our Employee Affinity programs for Digital Satellite Systems and Web TV have special discounts for employee groups. Your employees could qualify for a FREE Sony DSS system with purchase of programming.

Swingster Marketing
10450 Holmes Rd.
Kansas City, MO 64131
(816) 943-4224
(816) 943-5126 FAX
E-Mail: marketing@swingster.com
Contact: Carole Lewis

Swingster is a full-service apparel manufacturer as well as a "top 10" advertising specialties distributor. Upscale jackets, golfwear, caps and fleece are all included in stock selection. In-house embroidery, silk-screening and catalog design and production.

Table Charm
6707 Lincoln Ave.
Lockport, NY 14094
(905) 470-7861
(905) 470-8538 FAX
E-Mail: ellen@tablecharm.com
Contact: Ellen Star

Arcopal break-resistant dinnerware with matching cookware, glassware and serving pieces, stainless steel cookware and cutlery and professional knives. There will be a special offer for NESRA members.

Tarco Enterprises Is The Clothing Man
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Ste. #C-279
Atlanta, GA 30318
(404) 355-5221
(404) 355-5170 FAX
E-Mail: TARCOENT@worldnet.att.net
Contact: Lorin Tarr

Tarco Enterprises is a vendor that provides high-end, quality apparel (men's and women's) and other merchandise at highly discounted rates to employees of NESRA organizations. We bring a mini-mall array of merchandise to your employees at great value! Our products serve as a unique and profitable fund-raising service for employee associations and/or in conjunction with major charity fund-raising functions such as March of Dimes, United Way and Children's Miracle Network.

The Book Company
860 Honeyspot Rd.
Stratford, CT 06497
(203) 383-7200
(203) 383-7202 FAX
Contact: Leslie Handler

The Book Company offers up to 70 percent discount on books, videos and CD-ROMs. Our Corporate Book Fairs not only raise funds for employee clubs, charities, etc., they are able to provide a wonderful "perk" and are enjoyed by all.

totes incorporated
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Loveland, OH 45140
(800) 848-8251
(513) 583-2419
(513) 583-9948 FAX
Internet: www.totes.com
Contact: Sharon Horn

Men's and women's rainwear accessory items; umbrellas; rubber footwear; raincoats and headwear.

Toy Liquidators/KB Toy Outlets
300 Phillipi Rd.
Columbus, OH 43228
(800) 218-7160
(614) 278-3701 FAX
Contact: Connie Ford

Save up to 70 percent on name brand toys everyday at Toy Liquidators. Organizations and companies such as yours can purchase toys at an additional 10 percent savings for your holiday parties, fund-raisers, toy drives, employee and charity events.

Wholesale Art Outlet
P.O. Box 9948
Denver, CO 80209
(303) 762-9445
Contact: Mark Fitzpatrick

Wholesale Art offers custom oak-framed prints featuring various well-known artists at tremendous savings with sizes ranging from 5" x 7" to 32" x 40". A wide variety of images, styles and mat colors. We specialize in bringing artwork to your facility for corporate events and fund-raisers. Our clients include Fortune 500 companies, hospitals and the federal government.

World Galleries
P.O. Box 680312
Houston, TX 77268
(281) 444-7249
(281) 444-6576 FAX
E-Mail: MOSGO@aol.com
Contact: Maria Sirgo

World Galleries offers women's, men's and children's hand-crafted sterling silver jewelry with inlaid semi-precious stones that include Lapis, Lazuli, Malachite, Turquoise, Obsidian and many more.

Photofinishing

Fujicolor Photo Service, Inc.
514 S. River St.
Hackensack, NJ 07601
(800) 527-4680 ext. 233
(201) 807-1838
(201) 807-1838 FAX
Contact: Rick Kennedy

Fujicolor Photo Service, Inc. features its Employee Photo Service (EPS) "onsite" employee film developing program. This program offers your employees convenience, personalized service and high quality photofinishing services at discounted prices. Among the many diversified services offered by EPS are Premium Processing, Advanced Photo System Processing, Prints To Disk, Color Proof Index Prints and Your Photos On The Internet. The EPS program is also designed to complement existing employee activities such as employee picnics, blood drives, lunch time educational programs and vendor exhibits.

Konica Quality Photo (East)
P.O. Box 2011
Portland, ME 04104
(207) 883-7325
(207) 883-7309 FAX
Contact: Richard Hauser

Konica Quality Photo offers innovative and flexible film developing programs, and digital imaging services like "Photos on Floppy Disc" and "Photos on the Internet." Konica also offers a total package of high quality imaging products including cameras, film, and minilab/microlab programs. We put it all together for you and your employees.

Konica Quality Photo (West)
18250 S. Euclid
Fountain Valley, CA 92708
(800) 945-6642
(714) 549-0500
(714) 549-9178 FAX
Contact: Sondra Stevens

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers innovative and flexible film developing programs, as well as outstanding quality and service. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

Specialty/ Professional Services

Absolute Amusements Rental Company
10577 C. Rocket Blvd.
Orlando, FL 32824
(407) 856-3866
(407) 438-4197 FAX
Website: www.absoluteamusements.com
Contact: Rick Cameron

Absolute Amusements Rental provides the latest interactive games from virtual reality to moon walks for your company picnics and parties. We have great ideas on creating an event that will be fun for people of all ages. Call our expert customer service staff.

American Family Day Corporation
P.O. Box 669068
Marietta, GA 30066-0102
(800) 227-3801
(770) 429-1807
(770) 426-0906 FAX
Contact: Bill Blohm

At last, a company to take the burden of coordinating the company picnic, open house and anniversary celebration off your hands. We are a nationwide company offering services for corporate picnics, open houses and anniversary celebrations for 500-50,000 guests. We own the largest selection of games, activities, catering and concession supplies. A turnkey operation with full-service locations in Marietta, GA; Columbus, OH and Sacramento, CA.

Amherst Systems
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Buffalo, NY 14221
(716) 631-0610 ext. 294
(716) 631-0629 FAX
E-Mail: MAN.Amherst.com
Contact: Mike Angelillo

Amherst offers point-of-sale (POS) systems for employee store management. RetailTrak will help you to reduce cashier errors, control item pricing, record sales, track inventory and keep records of frequent shoppers. Additionally, RetailTrak can be fed into your company's accounting system.

Brainstorm Cafe
P.O. Box 1771
Gatlinburg, TN 37738
(423) 430-5563
(423) 430-7852 FAX
E-Mail: don@brainstormcafe.com
Contact: Don Mack

Our philosophy: "The best way to have a good idea is to have a lot of them." Brainstorm Cafe Design & Marketing believes in simple, effective marketing programs and strategies based on creative, loyalty-building consumer positioning.

Certified Folder Display Service, Inc.
1120 Joshua Way
Vista, CA 92083
(800) 799-7373
(760) 727-5100
(760) 727-1583 FAX
E-Mail: cin@certifiedfolder.com
Internet: http://www.certifiedfolder.com
Contact: Anne Fearn

Certified provides free travel and recreation brochure display racks to major employers. Our racks feature major local and regional attractions and destination resort brochures. Our frequent restocking service keeps our displays well-stocked for your employees.

Chez-zam Entertainment Group, The
25 Jefryn Blvd.
Deer Park, NY 11729
(800) 733-6848
(516) 595-2981
(516) 595-2987 FAX
Internet: www.chezzam.com
E-Mail: requestinfo@Chezzam.com
Contact: Richard Blau

Our innovative and dynamic entertainment programs are nationally recognized for their quality and ability to thrill and motivate audiences. Turn your next holiday party, employee services awards recognition dinner or corporate outing into a memorable celebration. Come visit our website at www.chezzam.com.

Employee Printing Services
P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718 ext. 208
(708) 496-8058 FAX
E-Mail: EPS@MYPRINTER.COM
Contact: Patricia Claassen

Employee Printing Services offers wedding and social stationery and accessories and holiday greeting cards. Our risk-free program provides your employees and company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent at no cost to NESRA companies for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

Enchanted Parties
711-5 Koehler Ave.
Ronkonkoma, NY 11779-7410
(516) 467-6628
(516) 467-0364 FAX
Contact: Martin Greenstein

Enchanted Parties offers full event planning and design. We provide everything from the strategic plan through production and event management. Our award-winning, full-service programs include everything from picnics to banquets, team-building programs, and entertainment including music, interactive personalities, magic, olympics, carnival, casino and murder mystery. Call today for special programs and discounts for members.

Executive Color Studios
10900 E. Hwy WW
Columbia, MO 65201
(800) 733-1041
(573) 874-4964 FAX
Contact: Linda Ordway

Executive Color Studios offers a family portrait program for NESRA members to offer to employees and generate funds for their association. The program offers your employees a 10" x 13" family portrait on canvas for $9.95 ($200 value) and your employee association keeps $5 each. When 500 or more families are photographed, you keep the entire $9.95. We have photographed the largest NESRA companies for years. We can photograph off-site if necessary. Other free family portrait promotions are available. Call for our list of referrals and for more information.

Franklin Fixtures, Inc.
59 Commerce Park Rd.
Brewster, MA 02631
(508) 896-3713
(508) 896-3742 FAX
Contact: Ted Baylis

One-stop shopping for everything you need to completely fixture your store including, store layout, design and installation, wood, laminate, steel and glass fixtures, wall systems and accessories. We also provide modular counter systems and ready-to-assemble fixtures that ship from stock with nationwide shipping.

General Security Services Corp.
9110 Meadowview Rd.
Bloomington, MN 55425
(612) 858-5090 ext. 5094
(612) 858-5050 FAX
Contact: Monica Gordon

General Security Services Corp. is a resource for security people, products and services to the commercial, residential and governmental market. It is a full-service provider offering security officers, closed circuit TV, alarms, fingerprinting, ID badging, personal safety products and monitoring. A tradition of safety and security excellence since 1946.

Homestead Mortgage Co.
8900 N. 22nd Ave., Ste. 215
Phoenix, AZ 85021
(800) 948-4420
(602) 870-4408 FAX
E-Mail: azoffice@aol.com
Contact: Alice Clarke Roe

HMC's Buyer's Edge Mortgage Program offers substantial closing costs savings on home purchase and refinance transactions. Discounts include: zero points, reduced loan origination fees and no document preparation/underwriting fees. Full menu of products available including options for borrowers with bruised credit.

Marketing Innovators International, Inc.
9701 W. Higgins Rd.
Rosemont, IL 60018
(847) 692-0674
(847) 696-3194 FAX
Contact: Donna DePaul-Kelly

Marketing Innovators® is a full-service incentive company providing effective performance planning and fulfillment of incentive, certificate and travel programs. We provide program and rule development, campaign communications, award fulfillment and management support services.

Monarch FundRaising
650-5 Nashville Pike
Gallatin, TN 37066
(615) 451-3360
(615) 451-3366 FAX
Contact: Thomas Stubblefield

Monarch Jewelry offers a unique in-house fund-raising program that benefits your employees while also helping to raise funds for your company's special needs. Showcases are set up with 14kt, 10kt, and sterling silver jewelry at wholesale prices.

Monumental General Insurance Group, Inc.
1111 N. Charles St.
Baltimore, MD 21201
(410) 576-4557
(410) 347-8693 FAX
E-Mail: MKDEL@AEGONUSA.com
Contact: Donald Loren

Monumental General Insurance Group has been an industry leader in meeting the insurance and benefit needs of employers for over a decade. We offer retiree medical plans as well as a portfolio of insurance products and value-added programs tailored to your needs.

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P.O. Drawer 1189
San Luis Obispo, CA 93401
(805) 543-6887
(805) 543-3064 FAX
Contact: Gene Garritano

Call us to get information on our employee association insurance program, NESRA's "Employee Club Protection" program.

MVCP, Inc.
New Car Buyer's Service
2030 Aliceanna St.
Baltimore, MD 21231
(800) 345-0990
(410) 522-5051 FAX
Internet: www.mvcp.com
Contact: Melissa Neff

MVCP is a free service offered through corporations and organizations to help their employees and members save time and money when buying a new car or truck. MVCP is currently available in the Mid-Atlantic and Northeast and is expanding nationally.

National Rifle Assoc. of America
11250 Waples Mill Rd.
Fairfax, VA 22030
(703) 267-1480
(703) 267-3941 FAX
Internet: http://www.nra.org
Contact: Sarah Hussey

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

Parties, Picnics & Promotions
11911 Jones Maltsberger
San Antonio, TX 78216
(800) 494-0025
(210) 494-0090
(210) 494-8385 FAX
E-Mail: pppinc@txdirect.net
Contact: David Eyler

The largest special event interactive game source in the South. From creative planning to production, we provide complete event packages—company picnics, team building, theme parties and holiday events.

Party Rentals
5825 Middlebrook Pike
Knoxville, TN 37921
(800) 489-8331
(423) 588-1131
(423) 558-8779 FAX
Contact: Terry Turner

Party Rentals is a full service special event rental company. We provide turn-key events such as open houses, company picnics and carnivals. Party Rentals also has a large inventory of tents, tables and chairs for all occasions.

Pet Assure
10 S. Morris St.
Dover, NJ 07801
(973) 537-9889
(973) 537-9868 FAX
E-Mail: JRBUDNGR@aol.com
Contact: Randy Budner

Pet Assure[sm] is the purr-fect benefit for your employees. Members receive a 25 percent discount on veterinary care and savings on other pet needs.

Reading's Fun, Ltd.
119 S. Main St.
Fairfield, IA 52556
(800) 689-1771
(515) 469-6257 FAX
Contact: Sheila Atchley

Reading's Fun, Ltd. conducts employee events called Book Fairs. We bring over 100 premium quality hardcover books to the workplace with a fun, easy upbeat event. The books are offered up to 70 percent off the cover price. A great way to raise funds for a worthy cause.

Risk Management Group, Ltd.
5901-B Peachtree Dunwoody Rd.
Ste. 450
Atlanta, GA 30328
(770) 649-9898
(770) 395-1585 FAX
Contact: Robert Kurdziel

RMG counsels NESRA in providing insurance and financial services to its member companies. *Employee Preferred*, a complete program of employee benefits, is a RMG offering available exclusively to employees of NESRA member companies. Developed with the buying power of NESRA's 10 million member employees in mind, *Employee Preferred* offers product and price that are unmatched. All benefits are voluntary and portable—important in today's business environment. Employees can choose payroll deduction or pay direct and your employee group earns a dividend based upon participating employees that helps support employee activities.

Sprint PCS
4900 Main
Kansas City, MO 64112
(816) 559-3594
(816) 559-3690 FAX
Internet: www.sprintPCS.com
Contact: Whitney Siavelis

Sprint PCS has the largest 100 percent digital, 100 percent PCS nationwide wireless phone network in the U.S. Sprint PCS offers businesses and consumers improved call quality, reliability, security and features superior to today's conventional cellular offerings. We are sponsors of NESRA's website, http://www.nesra.org. You can link to our site from NESRA's.

The Direct Company
P.O. Box 327
Botsford, CT 06404
(203) 452-0181
(203) 268-1796 FAX
Contact: Jon Sonneborn

Beautiful music = big profits! Our interactive music systems feature solitudes, the finest "nature sound with music" series in the world. Proven results equal or exceed 6-8 inventory turns a year.

UNiREC, Inc.
552 Valley Rd.
West Orange, NJ 07052
(973) 325-9111
(973) 325-1119 FAX
Contact: Stan Levy

UNiREC, Inc. is the leader in corporate event planning specializing in interactive programming. We provide the professional staff and equipment to create, coordinate and direct picnics (with fabulous prizes), unique team builders, casinos, photo scavenger hunts, video racing, music, entertainment and carnivals. Our new group, Treasure Hunt Adventures, creates map-based programs with a variety of themes.

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Cheryl Kappes
Honeywell-BCAS
Glendale, AZ

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Aer Lingus
122 E. 42nd St.
New York, NY 10168
(212) 557-1090 ext. 4010
Contact: Bernard Lynch

Aer Lingus, the National Airline of Ireland, flies between the U.S. and Ireland and from Ireland to the United Kingdom and Continental Europe. Aer Lingus vacations feature a wide range of tour products for both family and group travel. Group discounts are available. Call for more information.

Alamo Rent A Car
217 W. Bufford St.
Burleson, TX 76028
(800) 529-1165 ext. 637
(312) 738-2359
(312) 738-2364 FAX
Contact: Jan Ryndress

Discover for yourself the benefits of Alamo's Membership Program, whether you're traveling for business or leisure. Save up to 15 percent by using your NESRA ID# 236413, rate code B-Y. For more information, call your Alamo representative listed above.

American International Travel Services, Inc.
7041 Grand National Dr.
Suite 117
Orlando, FL 32819
(800) 352-6988 Reserv.
(407) 354-0070 ext. 201
(407) 354-0023 FAX
Contact: Tara Edwards

American International Travel Services, Inc. invites NESRA members to visit the world's favorite vacation playground! See exciting Orlando then soak up the sun on one of our world-famous beaches. Each specialized package provides first class accommodations for a steal of a deal when you are a NESRA member. Call today for a magical getaway!

Associated Travel Services, Inc.
529 Orange Ave., Suite B
Daytona Beach, FL 32114
(800) 825-9089
(904) 254-0795
(904) 254-8613 FAX
Contact: Robert Scalise

A.T.S. is a travel wholesaler that provides discounted vacation packages to the employees of major companies. Destinations include the Bahamas, Central Florida, Las Vegas, Myrtle Beach, Biloxi and more.

Cape Canaveral Cruise Line
7099 N. Atlantic Ave.
Cape Canaveral, FL 32920
(800) 910-SHIP (Reserv.)
(888) 910-PORT (Groups)
(407) 783-4052 ext. 4602
(407) 783-4120 FAX
E-Mail: saraho@capecanaveralcruise.com
Contact: Sarah O'Shea

Escape to cool ocean breezes on Cape Canaveral Cruise Line's Classic Bahamas and Key West Cruise. Experience our warm personal service and all the magic of a 2- or 4-night cruise. NESRA member rates start at $219 per person for the 2-night cruise and $349 per person for the 4-night cruise. Use Booking Code DCI98.

Collette Tours
162 Middle St.
Pawtucket, RI 02861
(800) 972-7373
(401) 728-3805
(401) 727-4745 FAX
Contact: Michael Daly

Established in 1918, Collette Tours is a family-owned business offering quality escorted tours to exciting destinations around the world. Each Collette tour includes accommodations, many meals, sightseeing, entertainment, most gratuities and taxes and the services of Collette's professional tour guides. Collette specializes in both active and retiree group travel from 5-day getaways to San Antonio, to 23-day adventures throughout Australia and New Zealand.

Cruise America
11 W. Hampton Ave.
Mesa, AZ 85210-5258
(800) 327-7799 Reserv.
(602) 464-7321 FAX
(602) 464-7319 Reserv.
(602) 464-7339 FAX
E-Mail: BCaldarone@CruiseAmerica.com
Internet: www.cruiseamerica.com
Contact: Bob Caldarone

Cruise America offers a 10 percent discount on time and mileage charges on any rental RV (motorhomes, truck campers, motorcycles) from Cruise America or Canada, also $500 off towards the purchase of a Cruise America used motorhome. Over 100 locations local or one way. Must be reserved in advance. Call the 800 number for reservations or details.

Delaware North Parks Service
Mailcode DNPS
Kennedy Space Center, FL 32899
(407) 452-2121 ext. 4437
(407) 452-3043 FAX
Contact: Marc McDermott

The Kennedy Space Center Visitor Center offers bus tours of the Space Shuttle launch pads, spectacular IMAX movies, viewing of authentic vintage spacecraft and observation of live presentations on space exploration. All this is located on a 70-acre attraction just one hour east of Orlando.

Dolphin Cruise Line/Majesty Cruise Line
901 S. America Way
Miami, FL 33132-2073
(305) 358-5122
(305) 358-4807 FAX
Contact: Lisa Millares

Dolphin Cruise Line, offering great value, sails up to seven nights to Canada, Mexico and the Caribbean. Elegant Majesty Cruise Line departs Boston for Bermuda in spring/summer; sails three and four nights from Miami to Mexico, Bahamas in fall/winter. Call for offers for NESRA members.

Eagle Canyon Airlines
275 E. Tropicana Ave., #220
Las Vegas, NV 89109
(702) 736-3333
(702) 895-7824 FAX
Contact: R. Michael Moody

Eagle Canyon Airlines, Grand Canyon Air and Grand Deluxe and Air-only tours offer breathtaking views of Las Vegas, Lake Mead, Hoover Dam, the Colorado River and the Grand Canyon. NESRA discount 20 percent.

Executive Tour & Travel Services, Inc.
407 N. Wild Olive Ave.
Daytona Beach, FL 32118
(800) 272-4707
(904) 255-3393
(904) 255-1292 FAX
Internet: http://www.exectourtravel.com
Contact: Frank Bertalli

Executive Tour & Travel Services, Inc. is a wholesale full-service travel agency offering discount vacation packages for individuals and groups. We specialize in vacation offers for Bahamas Cruises, Orlando, Myrtle Beach, Daytona Beach, as well as Carnival Cruises and lowest airfare available.

Get-Away Today, Inc.
1491 E. Ridgeline Dr., Ste. 300
Ogden, UT 84405
(800) 523-6116
(801) 479-1313
(801) 476-1309 FAX
Contact: Chuck Smith

Get-Away Today is a wholesale travel company offering discount vacation packages to companies and their employees. Get-Away Today specializes in Orlando-Walt Disney World; Anaheim-Disneyland; and San Diego-Sea World. Save up to 40 percent when choosing Get-Away Today. Call our 800 number or FAX us for details.

Global Holidays
9725 Garfield Ave. S.
Minneapolis, MN 55420-4204
(800) 599-2934
(612) 948-8200
(612) 948-8353 FAX
Contact: Jeannette Kay

Global Holidays is a major tour operator specializing in affordable, high quality travel programs for employee recreation groups to popular destinations such as Caribbean and Alaskan cruises, and tours to Europe and Asia. Discounts vary. Call for details.

Mears Transportation Group
324 W. Gore St.
Orlando, FL 32806
(407) 839-1570
(407) 841-6581
(407) 244-2928 FAX
Contact: Godfrey Coxe

Mears Transportation is the largest ground transportation company in Central Florida. Some of the services offered are 24-hour transfers to all hotels for both individuals and groups. Our other fine quality services include attraction transfers.

Princess Vacations/
Bahamas Princess Resort & Casino
1170 Lee Wagener Blvd., Ste. 200
Ft. Lauderdale, FL 33315
(800) 422-7466 Groups
(800) 545-1300 Reserv.
(954) 359-3099 ext. 104
(954) 359-9585 FAX
Contact: Jackie Rudd

Princess Vacations offers nonstop air-inclusive packages to the Bahamas Princess Resort & Casino from various U.S. cities. Call for reservations.

Quantum Travelnet
300 Route 70 West
Cherry Hill, NJ 08002
(609) 795-3400
(609) 354-9732 FAX
Contact: Peter Gualtieri

Quantum Travelnet is a group travel company specializing in cruise and tour packages encompassing a wide variety of destinations worldwide. NESRA members will receive a significant savings on any of these trips. Our in-house print and video production facility provides professional and effective promotional support.

Royal Caribbean International
1050 Caribbean Way
Miami, FL 33132
(305) 539-6250
(305) 375-0335 FAX
E-Mail:
James_Kouchinsky@rcmaster.rccl.com
Contact: James Kouchinsky

Royal Caribbean's Employee Cruise Club is our cost-free corporate program that benefits your employees with cruise discounts, complimentary cabin upgrades and Bon Voyage cruise gifts. Your company also earns free cruises based on purchases by your employees. Call for details and enrollment.

Songer Whitewater Inc.
P.O. Box 300
Fayetteville, WV 25840-0300
(304) 658-9926
(304) 658-9952 FAX
E-Mail: whitewater@raft-songer.com
Contact: Len Hanger

Songer Whitewater offers exciting whitewater rafting adventures in West Virginia—one or two-day trips on the New and Gauley Rivers—America's best whitewater. Whitewater rafting is a great motivator or reward for your employees—15 percent discount on select trips.

Special T Travel Service Inc.
529 N. Ferncreek Ave.
Orlando, FL 32803
(800) 393-3191
(407) 895-1974 FAX
Internet: www.special-t-travel.com
Contact: Nicole LaCroix

Special T Travel Service, Inc. is a full service cruise travel agency offering discounted Bahama vacation cruise packages, Florida vacations in Orlando, and Caribbean cruises. Specializing in corporate leisure travel for both large and small companies on a group and individual basis.

Specialty Travel Inc.
2600 9th St. N., Ste. 501
St. Petersburg, FL 33704
(800) 255-3842
(813) 825-0300
(813) 825-0900 FAX
E-mail: Specialty@compuserve.com
Contact: Joan McCarty, MCC

Specialty Travel Inc. of St. Petersburg, FL specializes in all types of cruises. Everything from individual vacations, family reunions, corporate meetings, employee benefits, incentive travel and seminars at sea. NESRA discounts available.

Swissair
41 Pine Lawn Rd.
Melville, NY 11747-8910
(516) 844-4500
(516) 844-4565 FAX
Contact: Mary Beth Keenan

Swissair offers all NESRA members, active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

Travel Agents International, Inc.
9887 Fourth St. North, Ste. 200
St. Petersburg, FL 33702
(813) 576-8241
(813) 579-0529 FAX
Contact: Steve Kansagor

Travel Agents International is a franchise of over 330 travel agencies throughout America providing a full range of travel planning services that include corporate and leisure reservations, discounts on cruises and tours, incentive and meeting planning and organization of local travel clubs.

Travel Buyers Association
546 E. Main St.
Lexington, KY 40508
(606) 226-4215
(606) 226-4355 FAX
Contact: Christy Sisk

Travel Buyers Association (TBA) provides a wide range of association services and benefits to travel buyers/planners—people who coordinate travel programs on a professional or volunteer basis for affinity clubs, special interest groups, customer bases and corporate clients.

Vanguard Tours & Cruises, Inc.
11 Canal Center Plaza, Ste. 107
Alexandria, VA 22314
(800) 623-7714
(703) 684-5060
(703) 688-5820 FAX
Contact: Louise Sparks

Vanguard Tours & Cruises, Inc. has been customizing group cruise programs for 28 years. All cruises go regardless of number of participants and prices never change. Cruises available for $50 deposits and low monthly payments with no interest charges and major credit cards accepted. Outstanding programs and prices.

Whitewater Voyages
5225 San Pablo Dam Rd.
El Sobrante, CA 94803-3309
(800) 488-RAFT
(510) 758-7238 FAX
E-mail: raft@wwvoyages.com
Contact: Bill McGinnis

California's most experienced rafting company. Whitewater Voyages features professional, friendly guides, 20 wonderful rivers—from mild to wild and half-day to seven-day trips with fabulous campfire cuisine. Free catalogues, posters, group-organizer kits are available with a 10 percent NESRA group discount. We take extra special care of you!

Wildwater Expeditions Unlimited, Inc.
P.O. Box 155
Lansing, WV 25862
(304) 658-4007
(304) 658-4008 FAX
Contact: K. Christopher Dragan

Established in 1968, Wildwater Expeditions has been providing fun and adventure with recreational rafting expeditions, kayak instruction and introductory rock climbing for groups or individuals. We also provide corporate team building for today's progressive companies.

Yankee Holidays
435 Newbury St.
Danvers, MA 01923
(978) 750-9688
(978) 750-9692 FAX
E-Mail: alisa@yankee-holidays.com
Contact: Alisa Kriekis

Yankee Holidays is a national tour package wholesaler selling unescorted packages for individual go-any-day trips to 13 cities in the U.S. and Canada. The tours highlight sightseeing, theatre, meals and attractions.

YMT Vacations
8831 Aviation Blvd.
Inglewood, CA 90301
(310) 649-3820 ext. 170
(310) 649-2118 FAX
Contact: David Holm

YMT Vacations brings 30 years of experience with escorted, full service vacations at "Factory Direct" prices: Hawaii, four islands, 15 days, $1,649 complete. Group promotion incentives include a free tour with nine packages, $15-$150 per person promotion allowance, plus much more.

"NESRA has been instrumental in making the Employees Program a much better, stronger program. The NESRA Associates are the best: their offerings, discounts and being there with help and support. Don't even try to run an Employee Association without NESRA!"

Bob Cuthbertson
City of Hope Medical Center
Duartz, CA

Visitors/ Convention Bureaus

Bradenton Area CVB
P.O. Box 1000
Bradenton, FL 34206
(941) 729-9177 ext. 233
(941) 729-1820 FAX
E-Mail: gulfisl@Bhip.infi.net
Contact: Alexandra Owen

Located on Florida's beautiful West Coast—Bradenton, Longboat Key and Anna Maria Island feature 27 miles of magnificent white sand beaches and tranquil Gulf of Mexico waters. A world-class playground with dozens of golf courses to enjoy, watersports galore, world-class fishing, historical and cultural activities plus a myriad of shopping opportunities. Located minutes from three international airports and easy access off of Interstate I-75.

Flagstaff Convention & Visitors Bureau
211 W. Aspen Ave.
Flagstaff, AZ 86001
(800) 217-2367
(520) 779-7611
(520) 556-1305 FAX
Internet: cvb@flagstaff.az.us
Contact: Laurie Barnett

Flagstaff CVB welcomes NESRA members to experience the unique natural beauty and attractions of northern Arizona including Grand Canyon, several national monuments, winter skiing, Grand Canyon Railway and Lowell Observatory, to name just a few. Great accommodations, restaurants and nightlife.

Florida Keys & Key West
Tourist Development Council (TDC)
3406 N. Roosevelt Blvd., Ste. 201
Key West, FL 33040
(305) 296-1552
(305) 296-0788 FAX
E-Mail: Keyssales@aol.com
Internet: http://fla.keys.com
Contact: Jessica Fileger

America's Caribbean, the Florida Keys & Key West is a chain of small islands south and west of Miami that offers a wide variety of accommodations, attractions and natural beauty. We're the perfect vacation destination!

Florida's Space Coast Office of Tourism
8810 Astronaut Blvd., Ste. 102
Cape Canaveral, FL 32940
(407) 868-1126
(407) 868-1139 FAX
Contact: Robert Varley

A full-service destination marketing organization promoting Orlando's closest beach to all attractions, very affordable and family oriented, home to Kennedy Space Center, beautiful beaches and 8,300 hotel rooms.

Kissimmee-St. Cloud Convention & Visitors Bureau
P.O. Box 422007
Kissimmee, FL 34742-2007
(800) 333-KISS (Reserv.)
(800) 831-1844 U.S. & Canada
(407) 847-5000
(407) 847-0878 FAX
Internet: www.floridakiss.com
E-Mail: travel@floridakiss.com
Contact: Teresa Akins

The Kissimmee-St. Cloud Convention and Visitors Bureau is a destination promotion agency representing over 35,000 accommodations, conveniently located at the main gates of the Walt Disney World Resort and within minutes of world class attractions throughout central Florida. The Bureau offers a variety of collateral available upon request.

Las Vegas Convention & Visitors Authority
3150 Paradise Rd.
Las Vegas, NV 89109-9096
(702) 892-0711
Contact: Jesse James

Las Vegas offers top name entertainment, beautiful hotel/motel rooms at bargain prices, 24-hour gaming, champion sporting events, excellent shopping and restaurants. Mild year-round climate is excellent for indoor and outdoor activities. Beautiful sightseeing and spectacular attractions. Literature outlining attractions and sites available.

Laughlin Visitors Bureau
P.O. Box 502
Laughlin, NV 89029-0424
(702) 298-3022
(702) 298-0013 FAX
Contact: Al Guzman

Laughlin Visitors Bureau extends its welcome to NESRA members to visit its resort destination featuring 10 hotel/casinos on the banks of the beautiful Colorado River. Attracting over 5 million visitors a year with affordable room rates, great food and 24-hour gaming. Laughlin offers fishing, boating and water recreation.

Lee County VCB
2180 W. First St., Ste. 100
Fort Myers, FL 33901
(941) 338-3500
(941) 334-1106 FAX
E mail: lic@cyberstreet.com
Contact: Harriet Myers

Florida's Tropical Island Getaway—Lee Island Coast! How far away a vacation takes you can't always be measured in miles. On the Lee Island Coast you'll escape to a world where white sand beaches stretch as far as you can see. It's a world of tropical wildlife and spectacular sunsets.

Long Beach Area Convention & Visitors Bureau
One World Trade Center
Suite 300
Long Beach, CA 90831-0300
(800) 4LB-STAY
(562) 435-5653 FAX
E-Mail: golongbeachCVB.org
Contact: Barry Waxberg

Long Beach has over five miles of Pacific Ocean beachfront with first class hotel accommodations, eclectic shopping and dining, and a free shuttle service in the downtown beach area. Long Beach is home to the Queen Mary, Aquarium Of The Pacific and the Russian submarine 'Scorpion.' Call the Bureau for group discounts.

Orlando/Orange County Convention & Visitors Bureau, Inc.
6700 Forum Dr., Ste. 100
Orlando, FL 32821-8017
(407) 363-5834
(407) 370-5012 FAX
E-Mail: NESRA@OrlandoCVB.com
Internet: http://www.goflorida.com/orlando
Contact: Heather Hough

The Orlando/Orange County Convention & Visitors Bureau, Inc. is the sales and marketing agency for Orlando's hospitality industry. Established in 1984, the Bureau promotes meetings and conventions through working one-on-one with meeting planners and leisure travel through tour operators, travel agents and consumer programs worldwide.

Philadelphia Convention & Visitors Bureau
1515 Market St., Ste. 2020
Philadelphia, PA 19102
(215) 636-3312
(215) 636-3415 FAX
Internet: Tourism@libertynet.org
E-Mail: rosannascicchitano@pcvb.org
Contact: Rosanna Scicchitano

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P.O. Box 1100
Tallahassee, FL 32302-1100
(850) 488-5607 ext. 317
(850) 224-2938 FAX
Contact: Suzanne Barwick

Our mission is to guide, promote and stimulate the coordinated travel and leisure development of the state and its regions, counties and municipalities. VISIT FLORIDA promotes new opportunities for growth in the number of visitors to the state, resulting in a positive economic impact to benefit all the residents of Florida. We coordinate advertising, domestic and international sales and promotional activities, public relations and visitor services to maintain the state's image as the ideal travel destination.

Tell Them You Found Them In NESRA's Buyer's Guide

Link to some Associate Members' websites on the Internet at http://www.nesra.org in the Buyer's Guide section

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The National Employee Services and Recreation Association Proudly Presents an Interview with

NESRA's 1998 Employer of the Year



Herman Morris Jr.

President and CEO of Memphis Light, Gas and Water Division

Mr. Herman Morris Jr. is awarded this high honor in recognition of his dedication to the success of Memphis Light, Gas and Water (MLGW), Memphis, TN. *ESM* interviewed this notable employer to showcase his perception of the value of employee services. Read on to see what Mr. Morris had to say.

ESM: Give us a brief overview of MLGW and its Employee Activities.

Morris: MLGW's Employee Activities department serves not just our internal customers, but our external ones, as well. The department is staffed by two very creative and enthusiastic individuals who serve our 2,600 employees and nearly 400,000 customers.

Internally, the staff organizes various employee-oriented events such as recreational sports leagues, tournaments and picnics. They oversee the recognition program for employees celebrating service anniversaries and negotiate discounts with various local and national suppliers. The staff also stocks and sells a variety of MLGW memorabilia, the proceeds of which help fund the Volunteer Involvement Program, known as VIP.



Herman Morris Jr. (center, top row) and employees are valuable contributors to the community. Here Morris poses with coworkers after standing alongside employees in a community-wide "human love chain" that stretched some 20 miles across the city and helped promote racial harmony.

The VIP program, which began in 1982, is an employee-driven initiative that is at the heart of the company's community outreach services. This is just one way that we work to improve the quality of life for the customers we serve.

Our Employee Activities staff provide regular reports on our volunteer services, the results of fund-raising campaigns and food drives, and other contributions. Because of this, we know that since 1992, MLGW employees have contributed more than $1 million each year to the community through employee volunteerism and fund-raising. In-kind services, loaning of materials, and other services are provided by the company.

ESM: To what do you attribute the overall success of your Employee Activities?

Morris: One of the most significant factors in its success is the fact that it is employee-driven. We are very open to incorporating employees' suggestions, whether it means discontinuing a program and turning our efforts in a new direction, or if it means building upon something that has proven to be very popular.

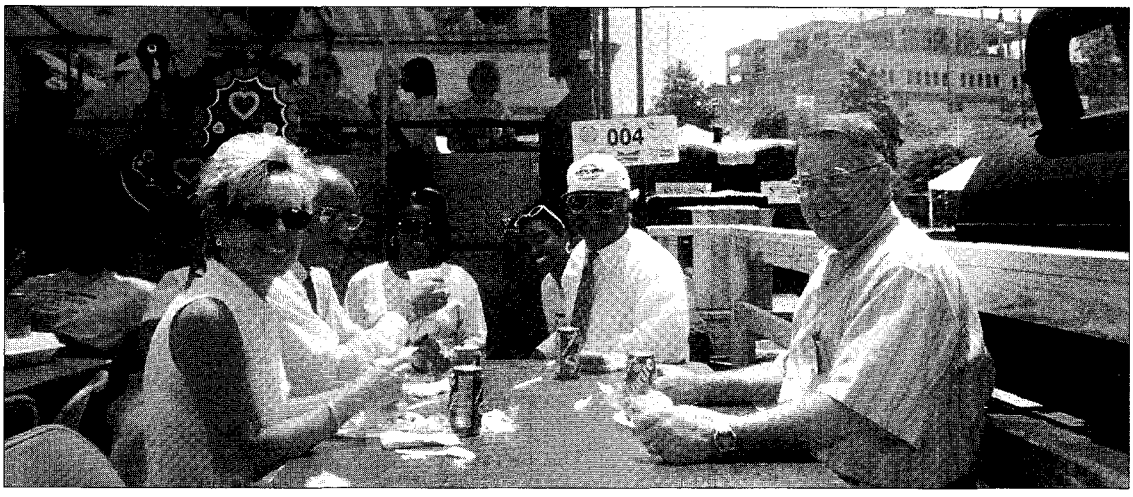
The program makes a valuable contribution to the company's overall success by providing a positive outlet for employee interaction. It helps foster a team spirit and camaraderie, and helps boost morale. In turn, this has a direct impact on how we relate to and serve our customers.

ESM: What makes Memphis Light, Gas and Water a great place to work?

Morris: It's hard for me to boil this answer down to just a couple of reasons, because there are so many. Our services touch the lives of each and every person and business in the community; that in and of itself is very rewarding and challenging. Also, the first of our parent companies began operation in 1852, when the city was just three square miles and was just 26 years old. There's a great tradition that we're blessed to be able to build on each and every day. And without a doubt, the people make the biggest difference. I believe we have the finest team of employees ever assembled. They have a tremendous dedication to service, are committed to excellence, and never fail to meet a challenge. I'm extremely proud to work alongside such a wonderful group of people.

ESM: How does offering employee services enhance the image of your company in the eyes of your community and in the eyes of potential employees?

Morris: First of all, it lets customers see and get to know the people behind their service. Whether our employees are building wheelchair ramps for the elderly, delivering presents



Morris, (second from right) enjoys lunch with employees at MLGW's team booth at the Memphis in May International BBQ cooking contest.

to the needy at Christmas, or hosting a Special Olympics tournament, we are giving back to the community that we are so fortunate to serve. It shows people that we're more than a utility company. We're your friends and neighbors. We see the needs in the community and we're responsive.

"... Like all business activities, I believe [employee activities] will become more flexible, strategic and goal-oriented."

ESM: How does Employee Activities help Memphis Light, Gas and Water achieve its goals?

Morris: I believe the Employee Activities program has a very definite impact on our company's success. It has an on-going, positive influence on employee satisfaction, which in turn, helps create a workforce that is proud of where they work and the job that they do. A satisfied employee, one that feels that he or she is a valuable part of the team, will go the extra mile in terms of customer service, too. And in terms of our community involvement activities that the department organizes, the goodwill that our employees help generate within the community is beyond measure. Our Employee Activities program helps us fulfill our goal of being a good corporate neighbor, and ultimately, our customers' "Company of Choice."

ESM: What trends do you see in employee offerings?

Morris: The utility industry, as many others, is undergoing tremendous change. However, one thing that we cannot afford to change is our commitment to our employees. They are our greatest resource and asset. Therefore, I see employee-oriented functions continuing to have a prominent place in successful companies' operations. However, like all business activities, I believe they will become more flexible, strategic and goal-oriented.

ESM: How would you describe your general management philosophy and how does your support of Employee Activities complement this philosophy?

Morris: First, I believe in investing in people—hiring the best and expecting them to deliver nothing less. For me, that means we must give them the tools, training, and flexibility that they need to do their jobs. I'm not a micro-manager. I work closely with our management team to develop our overall goals and objectives, then basically step out of the way and let the experts—the people who will be doing the job—determine how we can best reach these targets. I believe strongly in rewarding people for a job well done, whether it's through a personal note, recognition at a board meeting, or another avenue. So many times we fail to give credit when it's due, and I think that's a critical mistake. Nothing inspires continued success like a simple, yet heartfelt, thank you.

I believe work should be fun and rewarding. Certainly our Employee Activities department helps us accomplish these goals. For instance, as a municipally owned utility, I believe we have a responsibility to those whom we serve, to help improve the quality of life within our community. The volunteerism and fund-raising events that this department oversees provide us with opportunities to come together apart from

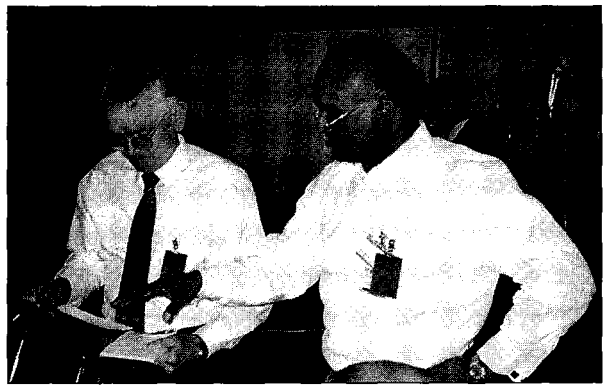
work, to have a good time and give to others who may be less fortunate than we are. If that's not rewarding, I don't know what is! The recreational activities encourage team building and reinforce our philosophy that no one stands alone. We're all working together for the same goal. . . success. And each person has a valuable contribution to make.

ESM: How important do you think it is to balance work and personal life? How can an organization benefit from encouraging employees to successfully balance their responsibilities?

Morris: A good employee is a well-rounded, well-balanced employee. One that continues to grow and develop, not just professionally, but personally, as well. We try to offer a variety of avenues to help employees do this. Some opportunities are offered in-house through seminars and training programs, but many more opportunities exist outside of the workplace, especially regarding personal growth and fulfillment. That's one reason we encourage community involvement. It helps develop well-rounded employees who, in turn, are more sensitive to the needs of others, understand the value of each individual's contribution, and have a greater appreciation for the larger community in which we all live. This philosophy permeates all that we do here at MLGW, and I believe our commitment to encouraging employees to achieve a proper balance between work and personal responsibilities has been one of the keys to our success.

ESM: In your opinion, what is top management's role in activity support?

Morris: To lead by example. Each of our executives is in charge of at least one major community involvement activity. It may involve anything from orchestrating a company-wide fund-raising campaign for the March of Dimes to managing our year-long blood drive. How can we expect our employees to do something if we're unwilling to do it ourselves? And why would employees feel something has significant value if we as managers fail to support it? I think management sets the tone for the rest of the employees' involvement. We're fortunate to have such a great team here, and I think that the activities we participate in together apart from our regular "9 to 5," day-to-day job duties helps to strengthen this bond.



Morris is getting down to work at an Earthquake Preparedness Exercise.

"Employee services is one factor in attracting and retaining qualified employees. Whether you're talking about health benefits or volunteerism, these programs have a tremendous influence on employee satisfaction, which in turn, affects retention and even customer satisfaction."

ESM: What are the benefits of offering an employee services program to the company? What are the benefits to the employer?

Morris: I think there are definitely bottom-line benefits to employee services programs, and as companies look for ways to have an edge on their competitors, to stand above the crowd, these programs will continue to grow. Today's work environment is increasingly competitive, and employee services is one factor in attracting and retaining qualified employees. Whether you're talking about health benefits or volunteerism, these programs have a tremendous influence on employee satisfaction, which in turn, affects retention and even customer satisfaction.



NESRA's 1998 Employer of the Year Herman Morris Jr., President and CEO of Memphis Light, Gas and Water Division says, "Last year, I volunteered to serve soft drinks to employees, and it was a great way to make sure I had a chance to speak to everyone who was there."

ESM: Which events do you participate in? What do you enjoy most about the program?

Morris: I'm an avid supporter of our Employee Activities department. It has an important role in helping to further our team spirit and camaraderie among employees, and I make it a point to attend as many of the events as possible and to recognize employees for their involvement. I also show my support by wearing our logo apparel. When our golf shirts arrived this spring, I bought one in every color!

My love for sports carries over into employee activities, too. Each year, I bowl alongside my co-workers in fundraisers for Junior Achievement and Big Brothers/Big Sisters. I take part in the March of Dimes Walk America event and support our Special Olympics Sportsfest. Of course, I never miss a company picnic! Last year, I volunteered to serve soft drinks to employees, and it was a great way to make sure I had a chance to speak to everyone who was there. This spring, I stood alongside employees in a community-wide "human love chain" that stretched some 20 miles across the city and helped promote racial harmony.

When it comes to identifying what event I enjoy most, it's really hard for me to say, because each has its own unique rewards. Overall, though, I think the diversity of our program is one of its greatest strengths. It offers something to everyone.

ESM: How do you relieve stress and balance your work and personal life?

Morris: I'm very blessed in that I enjoy what I do and I find my job to be very rewarding. At the same time, it can be demanding, challenging, and not the least of which, stressful. I find that by surrounding myself with a visionary, professional management team, I am able to trust their counsel and decisions. I don't have to second-guess my staff or micro-manage the day-to-day operations. This is one important strategy that I rely on to help *prevent* stress. So is preparation and organization, which my assistant helps me with a great deal.

In terms of *relieving* stress, I try to keep things in perspective. While my job is very important to me and so is my involvement with a number of professional and civic organizations, they are not the most important things in my life. My family is. I have three children and a beautiful wife, and their health, safety and happiness are the most important things in the world to me. So I try to keep things in perspective. My family is top priority. I also jog three to four times a week to help relieve stress. Occasionally, when there's not enough stress in my life, I play golf, which for me, is a very stressful hobby!

With my job, I have a number of obligations outside of the typical "9 to 5" window, but I make it a priority to spend quality time with my family each day. It keeps me grounded, rejuvenates my spirit, and helps me keep my priorities balanced.

ESM: What do you expect from those who run your Employee Activities?

Morris: I expect the same from these employees as I do from the rest of our team at MLGW–and I'm never disappointed! They have a sincere and very personal commitment to fulfilling their department's mission, and they have a "customer first" attitude. But that's not just for external customers, it's for internal ones, too. This department's main function is to serve our employees, and the staff continually seeks employee input and creative ways to maximize the use of their resources.

ESM: What role will these programs have in the future?

Morris: Our goal at MLGW is to be our customers' "Company of Choice" in the competitive 21st century. To accomplish this, we know that we have to do more than just offer electricity, gas and water at competitive rates. Our customers must know us and trust us; we must provide them with excellent service across the board; and we must help improve the quality of life in the community. Certainly, the programs and services offered by our Employee Activities department have an important role in this vision becoming a reality.

SmithKline Beecham Identifies The Path for The Future

SmithKline Beecham performed research using benchmarking to compare the offerings of its Life Management Center to other similar programs. Read about the Life Management Center, the results of the benchmarking, as presented to management and look at the flow chart to see how the process was done.

The Life Management Center of SmithKline Beecham's Corporate Health Management department consists of five integrated functional areas:

- Employee Recreation Activities (a.k.a. Goodfellowship)
- Fitness Center
- Health Promotion
- Clinical Services
- Learning Link (resource library)

Although each are staffed by professionals in their own discipline, each area incorporates the five dimensions of wellness into employees' personal lives. The dimensions include physical, emotional, spiritual, intellectual and social well-being.

Summary/Recommendations Life Management Center (LMC) Process Improvement Team

Recommendations are based on:

- Review of 1996 All Hands Meeting Outputs
- Review of Corporate Health Management (CHM) 1996 3>1 planning
- Development of internal matrix of current and "wish list" LMC Services U.S./UK
- Results of site focus group locations
- Results of external benchmarking performed by Life Management Center Process Improvement Team and Corporate Leadership Council

"Life Management Center Concept"
SmithKline Beecham
Philadelphia, PA
Employee Services Specialist Connie Dougherty, CESRA

Here's a model for your next research project.

• Discussion with Creative Collaborators marketing group and SmithKline Beecham Internal Communications

I. Mission Statement/Objectives:

A continued development on our holistic approach to the employee is necessary. The benchmarking revealed many companies are starting to adapt and understand the importance of this approach to programming.

The following are examples of objectives from other companies that we would like to consider in CHM's objectives:

- Increase efforts to target high-risk employees with innovative interactions
- Maximize efforts around outcome measures
- Focus on integration and synergy with other SmithKline Beecham divisions/departments (i.e. 'Tums'/Osteoporosis)
- Lead the industry (i.e. on-site physical therapy, travel, medical surveillance, ergonomics, life balance programs)
- Provide the tools for people to move through the stages of readiness

II. Organization/Structure:

We recommend the addition of a Steering Committee or a Wellness Action Team directed by CHM staff and composed of non-CHM employees. These teams would provide information on needs and interests of employees at local sites, facilitate support among senior managers and lend much needed expertise and assistance.

We must continue to target high-risk employees and measure the impact of our intervention programs on this group.

III. Services

Upon reviewing our current services the team questions the value of providing on-site executive health physicals. Many of the companies we benchmarked limited this service to high level management only.

We further recommend that each process within the LMC revisit their services to ensure that each service adds value to the business.

We would like to consider the following as additions to our services:

- Physical Therapy/Work Hardening
- On-site Employee Assistance Program
- More diverse weight management programs (i.e. LifeSteps, BioMetrics)
- Measurement of the flu vaccine program (i.e. employee health, medical costs)
- Enhanced injury prevention through education/behavior change (i.e. ergonomics, back care)
- More diverse programs dealing with family life events (i.e. Healthy Babies, domestic violence, living with loss, summer camp for kids)
- Additional quality of life initiatives (i.e. coping, effective relationships, stress/resilience)
- Alternative medicine options in U.S. (i.e. reflexology, aromatherapy, therapeutic touch)
- Programs based on the Transtheoretical model of stages of readiness
- A reward system for healthy behaviors and participation

IV. Metrics:

Company H contracts with an outside agency to measure their outcomes for a limited number of programs. Most of Company H employees are insured under Company H's insurance plan, which facilitates gathering and reviewing health related data. Such measures indicate the impact of their programs and help to justify the services they provide.

Many companies agree that much time and energy are required to effectively measure the impact of their program, therefore, they concentrate primarily on the delivery. They utilize a version of a health risk appraisal to identify the primary risks of their population and to determine the types and levels of interventions. Some of the companies who lack the time and effort to measure their program have considered contracting with vendors who specialize in metrics and measuring the impact of programs; however, more times than not, budgetary constraints prevent this type of consulting.

CHM is on track in developing outcome measures and warehousing data. Further training and development are essential to ensure a complete understanding of what and how to collect the appropriate metrics. Finally, as with many of the companies we benchmarked, we must continue to target high-risk employees and measure the impact of our intervention programs to this group.

Life Management Center Process Flow Chart

Team Charter

↓

Sponsors met to review project

↓

Team reviewed outputs from January 1996 All Hands Meeting

↓

Matrixes

↓

Team developed individual services matrix and wish list

↓

Combined services matrixes Noted any overlap of services

↓

Team defined dimensions of health for LMC Grouped services/matrixes within dimensions

↓

Harlow added services to U.S. Matrix

↓

Matrix completed

↓

Focus Groups - internal customers

↓

Questions developed

↓

Sponsors review questions

↓

Computerized (120) sampling of FP & UP generated

↓

Six sessions conducted (36 participated)

↓

Feedback generated from sessions

↓

Reviewed/summarized outputs

↓

Reported summary to sponsors

↓

Personal HealthCare Staff Process Meetings

↓

Outcomes/Measures

↓

Team needed training on how to measure the 'soft' services

↓

Roy Tietjen, HR-R&D conducted mini session

↓

DVLT Outcomes Presentation

↓

Benchmarking

↓

Reviewed Steve Winters Benchmarking Overview

↓

Generated/Researched appropriate companies, i.e. WBGOH, etc.

↓

Developed tool - What information did we want?

↓

Tool sent to sponsors and Legal Department for input

↓

Corporate Leadership Council - Study for more data

↓

Team organized in pairs to benchmark

↓

Companies visited in close proximity

↓

Summarized each interview

↓

Data gathered into one document

↓

Conducted follow-up for clarity/additional information

↓

Finalized benchmark data

↓

Marketing/Communications

↓

Met with Creative Collaborators marketing Group

↓

Summarized/analyzed outputs generated from meeting

↓

Internal Communications Staff input

↓

Designer developed new LMC logo to reflect concept

↓

Letterhead developed for uniformity

↓

Summary/ Recommendations

↓

Analyzed Corporate Leadership Council's benchmarking

↓

Summarized SB Team benchmarking data

↓

Developed recommendations

↓

WorldWide Guidance Document

↓

Generated document for LMC Model

(continued from page 34)

V. Market and Communicate:

Our existing marketing approaches and strategies are in line with the other companies benchmarked. Many of them struggle with the same concern that was identified from our focus groups—that even though we use many different marketing mediums and methods, employees are unaware of who we are and what we offer. We must not be limited to our current techniques but strive to uncover additional methods to communicate our services.

We recommend:

- Premium printed brochure for HR and Line Directors/Managers
- Pamphlet for all site employees listing local services and information
- Video presentation for use at All Hands Staff meetings
- Pop-up screen on computers/phonemail messages for special events/announcements
- CHM Inter/Intranet Homepage
- LMC Annual Calendar
- Logo that symbolizes the four components of the LMC
- LMC letterhead that can be used by all sites

VI. Services Provided By Suppliers:

All of the companies benchmarked use suppliers. Most of the programs have budgetary constraints and their coordinators understand the benefits of using vendors in controlling costs. By using outside companies, other staff can diversify and integrate available resources as needed. We have no recommendations for change.

VII. Subsidy:

Many of the companies benchmarked subsidize a portion of the fitness facilities and selected health promotion programs. We are in line with what other companies are offering and believe that the amount and type of programs SmithKline Beecham subsidizes are appropriate. ★

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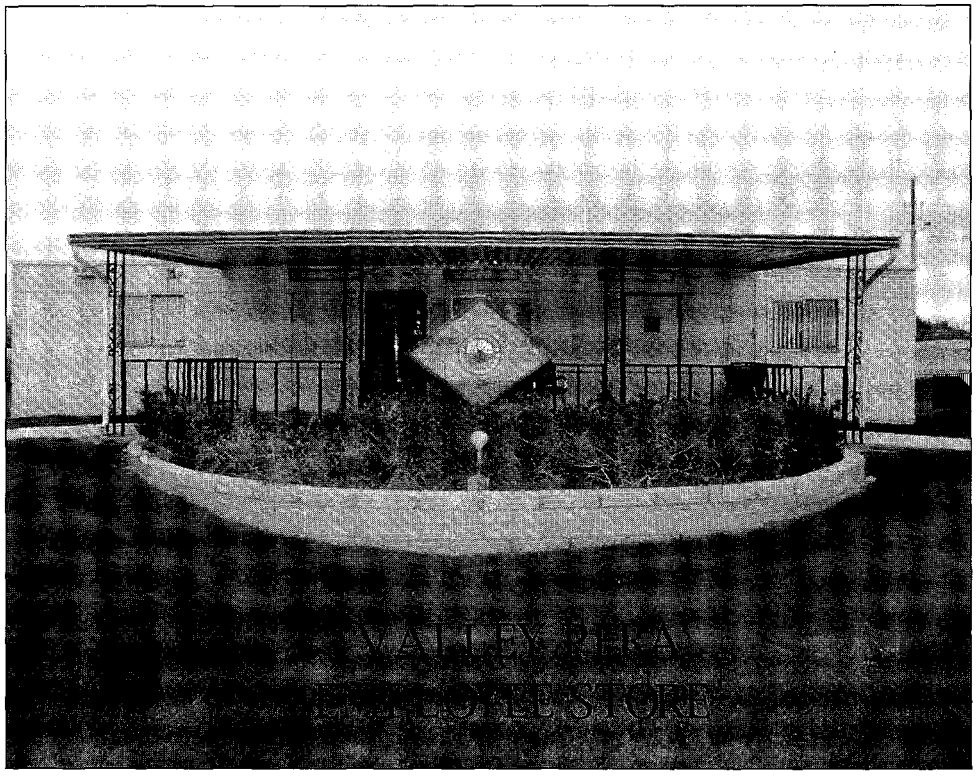
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Four PERA Stores Tap Into Technology And Find Success

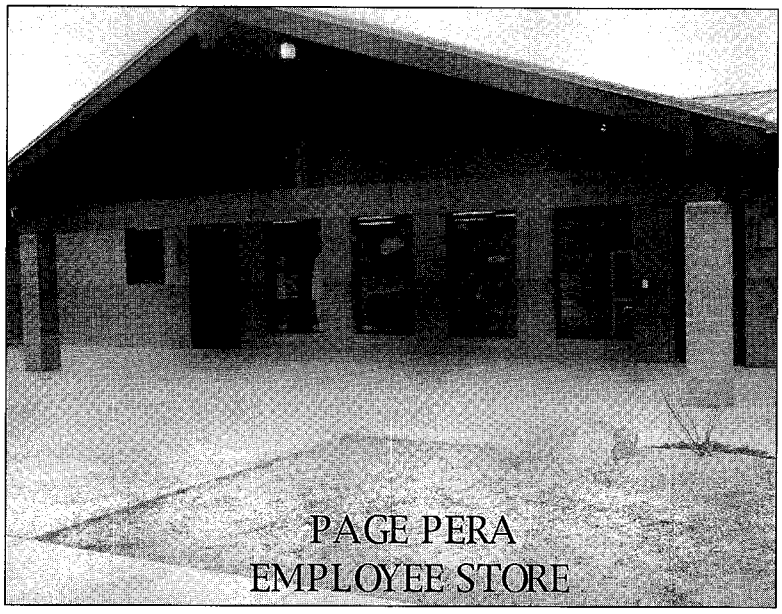


The PERA Club Valley Store is located in a doublewide trailer that was donated to PERA in 1986 by its parent company, Salt River Project (SRP).

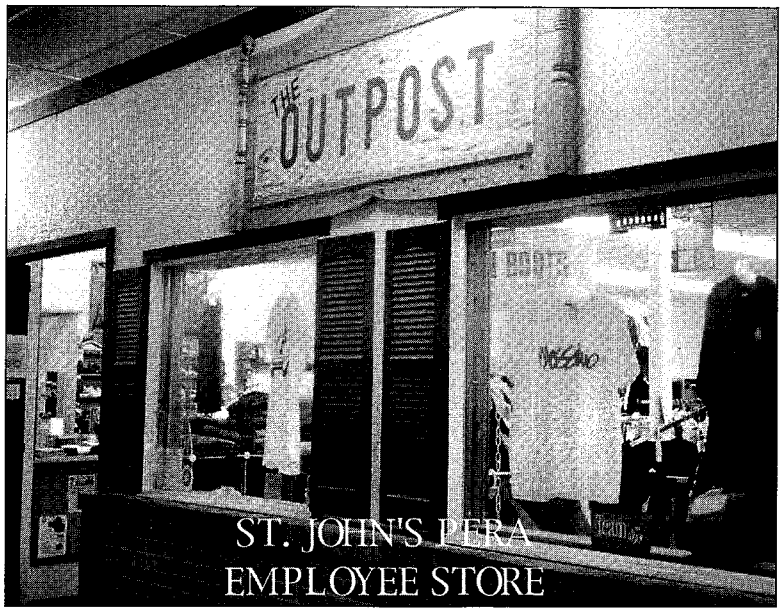
The PERA Club currently operates four employee stores in the state of Arizona. Here is a brief summary of each.

Valley Store — Tempe, AZ: The PERA Club Valley Store is located in a doublewide trailer that was donated to PERA in 1986 by its parent company, Salt River Project (SRP). The trailer building is 50' x16' or 800 square feet. In 1988 a warehouse office building was built behind the store to receive and store merchandise. It allowed PERA to move staff offices out of the valuable store space to make room for additional lines of merchandise. The warehouse/office building is 2,000 square feet. The addition of a much needed 1,000 square feet of new sales space has been approved and is scheduled to begin construction in late 1998. The new space will allow Valley PERA to expand lines, improve traffic flow and increase revenues. The store hours for the Valley Store are 10 a.m. to 6 p.m., Monday through Friday. The store is staffed with two full-time PERA employees and two part-time PERA employees: one assistant club manager, one store coordinator and two sales clerks.

Project Employees Recreational Association (PERA)
submitted by
General Manager Kemp Ellis
Annual Sales Category:
$1,900,000 +



The flagship in design of all of the PERA Stores, this beautiful store features 1,550 square feet of sales area and 700 square feet of storage.



The PERA Club's St. Johns Store is located in leased space in a small retail mall. This location draws walk-by traffic and has proved to be a great asset to PERA and the local community.

Page Store — Page, AZ: The PERA Club Page Store is located in the PERA Club facilities in Page, AZ. The flagship in design of all of the PERA Stores, this beautiful store features 1,550 square feet of sales area and 700 square feet of storage. It is the only operation that was designed from the ground up as a store. All of the other stores have evolved from available space. The Page Store has all custom cabinetry and the latest designs in slat wall, lighting and showcases. PERA plans to make the other three locations comparable over the next few years. This location is open Monday through Friday, 8 a.m. to 6 p.m. and on Saturdays from 10 a.m. to 3 p.m. One full-time store coordinator and three part-time PERA employees staff this store: a store coordinator assistant and two sales clerks.

St. Johns Store —St. Johns, AZ: The PERA Club's St. Johns Store is located in leased space in a small retail mall. It measures 2,880 square feet with an additional 564 feet of office and storage space. The store is situated between the local grocery and drug stores. Open Monday through Friday, 9 a.m. to 7 p.m. and on Saturdays from 9 a.m. to 3 p.m., this location draws walk-by traffic and has proved to be a great asset to PERA and the local community. Three PERA employees staff this store: one full-time store coordinator and two part-time sales clerks.

Roosevelt Lake Store—Salt River Project Housing, Roosevelt, AZ: The PERA Club Roosevelt Lake Store, shown on page 39, is located in the Recreation Hall building at PERA Roosevelt Camp. This camp is situated on a hillside above Roosevelt Lake, about 100 miles northeast of Phoenix. PERA has eight three-bedroom rental homes on the lake. This store is made up of 700 square feet of retail, check-in and fast food space as well as 200 square feet of storage. The hours of the Roosevelt Store are 10 a.m. to 6 p.m. seven days a week. It is staffed by the site supervisor, assistant supervisor and the office assistant. The store is a small operation and one of the above is always behind the counter to help customers.

The stores are wholly owned by PERA and have grown dramatically over the years due to reinvestment of profits in more merchandise, upgraded facilities, products and services.

Evolving to Success

Evolution has been the key to the success of these stores over the past 13 years. At the beginning PERA started selling movie tickets, company logo merchandise, and catalog sporting goods, with annual sales of $84,000. At the close of business for 1997, PERA stores handled everything from used SRP computers and desk chairs to uniforms and a complete package of telecommunications services, with revenues in excess of $1,900,000.

For all stores, the 1996 year-end sales total

was $1,856,189. In 1997, PERA finished with record sales totaling $1,929,813 statewide. The sales totals continue to grow yearly because staff listens to their customers and whenever possible fills their requests. The telecommunication service has grown by leaps and bounds over the past three years. PERA now offers cellular phones, pagers, internet service and in 1997 began negotiations to sell pre-paid phone cards. Staff expects these cards to generate in excess of $100,000 of new revenue in 1998.

Salt River Project, has gone from a high of over 7,000 employees to the current level of 4,300. PERA staff are keenly aware that they must continue to exceed the expectations of their customers if they are to survive and thrive in the new competitive utility market.

The greatest improvement made in these stores last year was to recognize the potential of telecommunications and electronic media to the store's success. In 1997, PERA was able to position itself to take advantage of the sales and service of this technology now, and as it becomes available in the future.

Store staff negotiated the same excellent rate that Salt River Project had for company cellular phone service and passed along this huge savings to members. The employee association currently has over 2,700 cellular phones on line for its members and their families. PERA's $2 per month handling charge and a bulk minute rebate help PERA to create a profit of over $80,000 annually on this service alone. There are also over 400 pagers in operation which creates revenues of $3 each, per month for the recreation budget and the employees receive a better rate than they can individually.

In 1997, PERA began to offer internet service. As of the end of 1997, 71 employees signed up. The program generates revenues of $2 per month for each account which, like all programs can be payroll deducted.

PERA began negotiations to offer prepaid long distance phone cards. These cards have a variety of uses for members and the parent company, SRP. Details are not final but this service should be on line by mid year 1998. PERA plans to sell phone cards for safety awards, marketing promotions and business travel use as well as for general use by members. Staff expects to offer the cards at the lowest price in the Phoenix area and still maintain a profit margin of over 25 percent.

The above represent only a few of the new items PERA was able to provide to its membership during 1997.



The PERA Club Roosevelt Lake Store, is located in the Recreation Hall building at PERA Roosevelt Camp. This camp is situated on a hillside above Roosevelt Lake, about 100 miles northeast of Phoenix.

Adding to Corporate Culture

The PERA employee stores around Arizona are woven tightly into the fabric of the Salt River Project. Through the stores' goal to offer "something for everyone," PERA employee stores offer more than just merchandise. It provides the service awards, meter reader uniforms and most of the logoed merchandise for the company and its employees. The cell phone program (2,700) and pagers (400) reach out to a high percentage of the members. Sales on a per member basis are over $4,400 per employee. The above number also includes sales to SRP and some sales to the public at the Page and St. Johns stores. PERA at year-end had $288,000 out in payroll deduction sales with 1,418 members carrying a payroll deduction standing balance.

As the utility industry approaches de-regulation in 1999, it is of the utmost importance that PERA continue to partner with the parent company SRP and focus on remaining an outstanding value to employee association members. It plans to continue to be a positive force in the culture of SRP and to work together with the company as it faces the difficult challenges that lie ahead. ★

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Smart Shop Saves Employees Time and Money



The Smart Shop is centrally located within the World Headquarters in Cleveland, OH, which makes shopping convenient for all American Greetings associates.

It is designed to look like a typical mall store with the gate opening into the ceiling and glass showcase windows on either side of the gate.

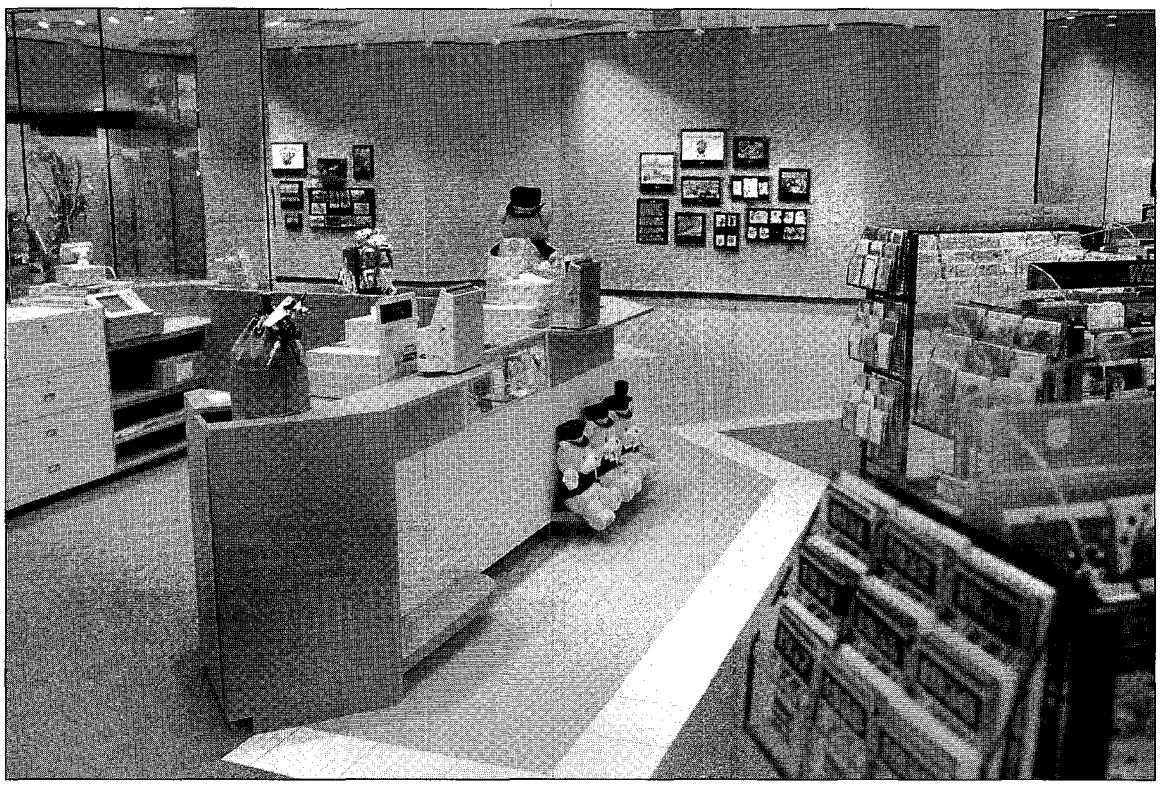
The Smart Shop service area is located in the front, center section of the shop, which includes four Point-of-Sale Scanning registers with coin changers. A fifth Point-of-Sale register is available for peak seasonal periods.

The 10 Plant Employee Card Shops are located next to the cafeterias. Some of them also have been designed to look like a mall shop, with a mock shingled roof and showcases, even though these shops are located inside the building. There are also two shops in Canada.

The Smart Shop is open 11:30 a.m. - 1:30 p.m., Monday through Friday, 4-6 p.m. on Wednesday, and 7:30-8:30 a.m. on the last Wednesday of the month. This allows associates on all shifts time to shop at least once a month on their lunch hour or at the beginning or end of their shifts.

"The Smart Shop"
American Greetings
submitted by Plant Employee Card Shop Coordinator
Marge Albrecht
Annual Sales Category:
$500,000 -$1,000,000

A telemarketing Support Program reminds plant store managers about placing seasonal orders and introduces new products.



The benefits of winning a NESRA Award are . . .

". . . Winning the Employee Store Award has increased awareness of our executives who have known the shop is here, but they just expect us to keep it up-to-date. Now they know it is nationally recognized."

". . . It gave me a sense of accomplishment personally, and I thought it was interesting to do the research."

—Marge Albrecht, plant employee card shop coordinator, American Greetings, "The Smart Shop"

The Smart Shop's total square footage is 4,622 square feet, of which 4,150 is selling space. There are two storage locations that total approximately 3,800 square feet.

The Plant Employee Card Shops' hours vary by plant and average about five and a half hours per week.

The Plant Employee Card Shops average 1,029 square feet and the storage areas average 400 square feet. They have one or two cash registers.

Evolving to Greater Success

The employee store at World Headquarters opened in a corner of the cafeteria in 1972. By 1978 it had moved to its present location with 2,400 square feet of selling space. In 1995 it expanded to the present size of 4,622 square feet. In addition to increasing in size, the store premiered a new look. Completely remodeled, the store became equipped with temperature controls, new lighting, high-tech sound system and other decorating enhancements, plus the latest technology in the Point-of-Sale area.

The Plant Employee Card Shops have all been remodeled and revised within the past five years.

Notable Improvements

There were three main improvements in The Smart Shop last year.

1. **The introduction of the Database Marketing Program.** To reward frequent shoppers, store staff introduced the Smart Shopper Club. Staff designed weekly promotions and direct mailings to members with promotions directed at the members' buying habits. Shoppers swipe their Smart Shopper Card on a kiosk installed in the store that indicates how many points the shopper earned and identifies special offers.

2. **The Smart Shop added a Field Sales Logo Program** so that sales representatives and other associates in the field can place orders for logo products via their laptops. The merchandise is shipped directly to their homes and payment is made through payroll deduction.

3. **Shelf labels replaced item price tags.** To better serve the needs of clients selling American Greetings products and reduce shelf-stocking time, two product lines, party goods and candles are no longer prepriced. Instead, staff uses shelf labels that show the description of the item, the

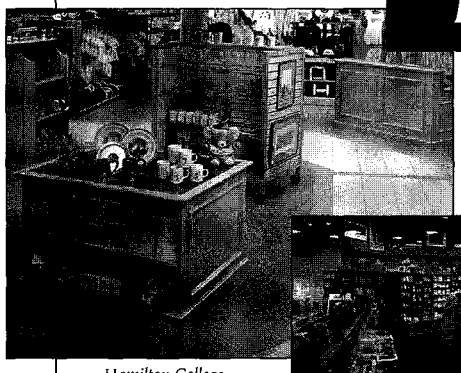
UPC code, and the prices so the customer can easily see at a glance the cost of the products and the merchandiser does not have to ticket each item.

Plant Employee Card Shop Coordinator Marge Albrecht implemented a Telemarketing Support Program for the Plant Employee Card Shops. Each month she provides a script for the telemarketer who calls each Plant Card Shop to review items such as seasonal orders due, new products, etc. These callers then becomes contacts the Plant Card Shops staff can call if Albrecht cannot be reached.

Adding to Corporate Culture

American Greetings' employee stores carry the complete line of ethnic products produced by American Greetings. This includes African-American and Hispanic everyday cards and party goods. Seasonal products include African-American, Hispanic, Chinese New Year, Hanukkah, and Jewish New Year. Each line is featured in one of the showcases during the holiday period. Employees can also find foreign cards for Easter and Christmas. To encourage children to read, the stores sell Learning Horizons' line of workbooks and educational products for the preschooler through elementary school child.

These company-owned employee stores serve two purposes. First, they serve as showcases for the company's products and display set-ups to clients on tour and special visitors. Product displays in the Smart Shop are set up according to the same Stock Control diagrams and fixtures that are used by our accounts. Second, they allow employees to purchase American Greetings products at a discount. These stores only carry products produced by American Greetings, its subsidiaries and logo items. Customers can purchase everything they need for a party such as invitations, party goods and decorations, cards, gifts, gift wrap and balloons with one-stop shopping—at a discount. ★



Hamilton College Bookstore, Clinton, NY



Joseph-Beth Booksellers, Cincinnati, OH



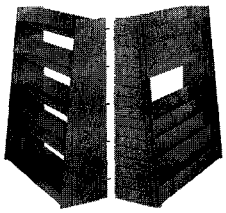
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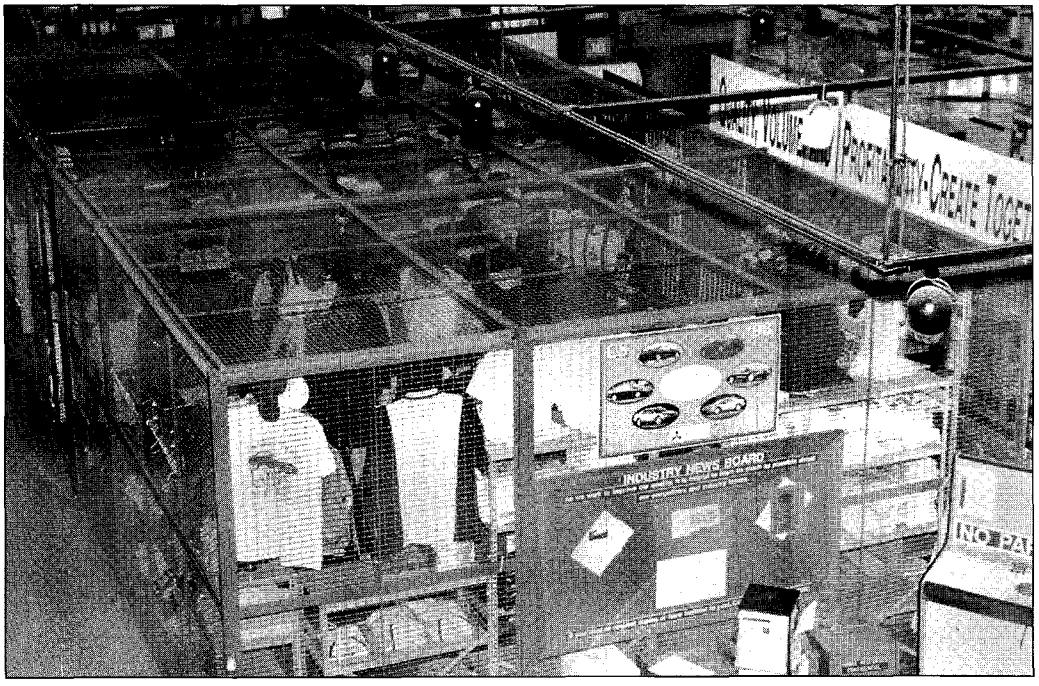
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Employee Store Award

Store Reminds Employees f the Common Goal



MMMA Logo Store is located on the plant floor, in the center of the corporate communications area, in a place that best facilitates the needs of employees working within tight schedules of designated lunch breaks and shift wor..

Mitsubishi Motor Manufacturing of America, (MMMA) began as Diamond-Star Motors in a 50/50 joint venture between Mitsubishi Motors Corporation (MMC), Tokyo and Chrysler Corporation in the fall of 1985. In 1991, MMC purchased Chrysler's 50 percent share and the plant became a wholly owned American subsidiary of MMC.

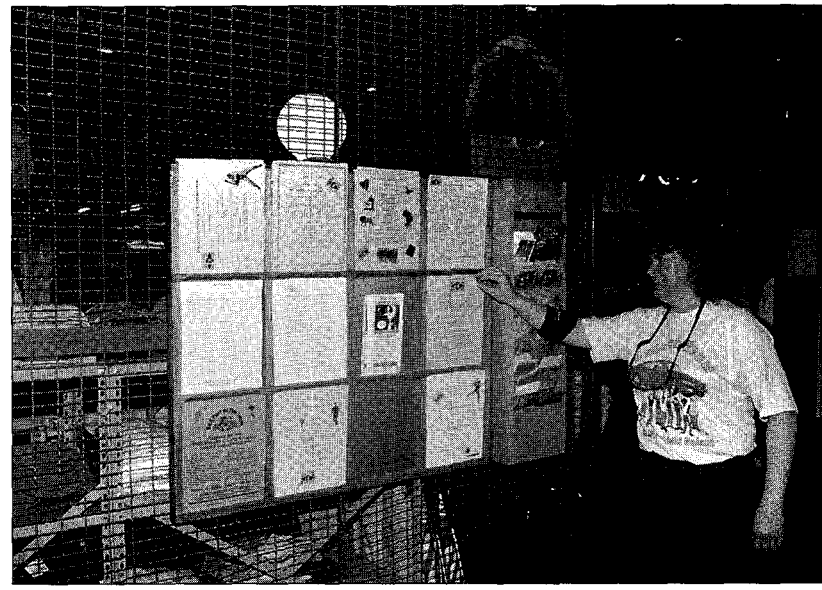
"MMMA Logo Store"
Mitsubishi Motor Manufacturing of America, submitted by
Peg Hubbard Fink, Employee Activities Committee coordinator
Category: $100,000 - $500,000

To better identify Mitsubishi Motor's presence in the U.S. marketplace, the plant assumed the name Mitsubishi Motor Manufacturing of America, Inc. on July 1, 1995. MMMA employs more than 4,000 people and has a payroll exceeding $200 million. Production and maintenance associates are represented by the United Auto Workers (UAW) Local 2488.

MMMA Employee Activities Committee (EAC) was established in 1988 on the basic belief that meeting the employees' physical,

emotional, mental and social needs will lead to higher morale, less job turnover, reduced absenteeism and fewer on-the-job accidents. The EAC was a volunteer committee with 13 members representing the various departments throughout the plant, under the direction of the human resource vice president.

Today the EAC Committee is headed by a full-time EAC coordinator with a volunteer committee of 26 and an auxiliary committee of 15. The yearly budget is $80,000 with $40,000 to be used for the MMMA Holiday Ball; $15,000 for sports leagues; and the remaining $25,000 used to subsidize two events a month for the families of approximately 4,000 employees.



Employees can pick up information about upcoming events at the store.

The Store

When the company was Diamond Star Motors, an outside supplier sold logo items to the employees. All profits went to the supplier. Then the store closed when the company became solely owned by MMMA.

In August of 1997 the MMMA Logo Store opened with approximately 600 sq. ft. of space, plus a 120 square-foot storage facility. The employee store now conveniently provides employees with products and services at substantial savings and offers MMMA an avenue to promote company logo products.

Another benefit is that this operation generates revenue to subsidize employee activities and to reduce the company's subsidy to the association. MMMA owns the store and a separate budget is set up for inventory and profits transferred to the EAC account.

In its first year of operation, the store sold $112,000 of merchandise while being open 8-10 hours per week for 10.5 months. From August 1996 to December 31, 1997 the MMMA Logo Store returned approximately $30,000 in profit to the EAC fund. This was a major accomplishment when most accessory items have a mark up of 25 cents to $1 over cost and most clothing items are marked up $1-$4 over cost. The store features high quality items much like you would find at a university logo store but at half the price.

An EAC coordinator and one temporary employee, who works approximately five hours per week, run the operation. It is located on the plant floor, in the center of the corporate communications area, where it best facilitates the needs of employees working on tight schedules of designated lunch breaks and shift work.

The store is open only during the lunch hour and between shifts. It is open early on Wednesday morning to accommodate third shift and on Thursday evenings to accommodate second shift lunch.

Evolving to Greater Success

Mitsubishi uses the store to help boost employee morale. Since the company opened all employees have worn a uniform consisting of gray slacks and maroon shirts provided by the company.

In an effort to increase sales and boost employee morale, store staff worked with the safety, employee relations and human resources departments to design several wearable items that would serve as "alternative" uniform wear. Management allows employees to wear a long sleeve/short sleeve T-shirt, long sleeve/ short sleeve golf type shirt, sweatshirt or sweater from the store. Employees can choose from five colors that complement the uniform. During the first two weeks of the "Optional Uniform Wear" program, the logo store sold over 600 T-shirts.

The staff broadened merchandise offerings around the holidays. At Valentine's Day they offer candy and jewelry. Easter time brings candy and bunnies and Christmas time features plush animals and assorted gift items. As the time passed, staff added specialty items manufactured in the local area. In choosing a new photofinishing supplier, the staff saved the company more than 75 percent over their

Open 10 hours a week, 10.5 months a year, the store sold $112,000 of merchandise in its first year.



Rotating merchandise helps keep the store fresh.

present cost for photo developing. Employees enjoy one-day service for the best price in the county and the employee store retains 15 percent.

Keeping the Store Fresh

To kick off the opening of the store, employees competed in a contest to design the best store logo. Throughout the year staff holds a giveaway each month. Small items such as pens, puzzles and pencils give employees something to anticipate.

Adding to Corporate Culture

Peggy Hubbard Fink, employee activities coordinator, Mitsubishi, describes in her words how the store has made a difference in Mitsubishi's corporate culture:

> "With Mitsubishi being a multi-cultural company, the Employee Logo Store has brought the company's employees together. As a company we have gone through some very difficult times in the past three years. Culturally, socially and because we are a UAW plant there are many differences and/or variances that occur in the everyday operations of our organization.
>
> At a time when the company and its employees were very divided on many issues, the Employee Store reminded all of us that first and foremost we were here to build a world class car; a vehicle which we all could be proud to build, proud to own. Mitsubishi brought to our community an opportunity for us and our families that is far greater than any of us had imagined. Buying and wearing items with the company logo on them gave all of us a feeling of pride and united us again for the common good of our company and our future.
>
> Mitsubishi absorbed the cost of constructing and setting up the store and continues to allow us to return the profits to the EAC fund to enhance our programs. The employee support has been overwhelming. It was a first step toward a new beginning for Mitsubishi, but it is one that is returned every day the store is open. Management, staff and associates purchase our wearable goods to wear on business trips and give as gifts.
>
> As a result of the store, management has now transferred as many items as possible, such as uniform jackets, hats and department specialty items to be purchased through the store instead of the Mitsubishi Purchasing Department. In doing so, the company continues to meet the department needs and at the same time, return a profit to the EAC fund.
>
> This year, for the first time, the company held a MMMA Christmas Ball made possible with the store profits. It was the first time in our history that we came together as one unit, instead of having individual departmental parties. It was first class. . . black tie, valet parking, the "works." Employees were thrilled to be greeted by our company president as they entered the ballroom. There was no special seating. Everyone mixed together in a true spirit of "harmony."
>
> It has been a long road back to what we were when Mitsubishi first opened, but I believe we are on the right track and our MMMA Logo Store has a positive influence on that goal." ★

Balancing: The Bottom Line

By Michael Scott

You are well aware of the challenges that your organization's employees face relative to balancing work, family and other priorities. You've compiled statistics, white papers and other important information necessary in order to examine these issues. You have been in numerous meetings to discuss potential work/life initiatives. Then the moment of truth hits—namely, how are we going to justify all this to senior management?

Have you ever been in this predicament? Does the thought of drafting a funding proposal for a new work/life program dampen your enthusiasm? Uncertain as to how to gain the ear and necessary support of the powers to be? If you answered yes to any or all of these questions, then the following "bottom-line" ideas are for you.

1. Benchmark With Your Peers

Whether it be a childcare program, telecommuting initiative, concierge service or other work/life program you are looking to establish, there is a strong likelihood that one of your NESRA colleagues has already been down that path. So, instead of reinventing the wheel, pick up your *NESRA's Peer Network and Membership Directory* and call someone who may be able to provide some useful advice.

Ask them to assist you in drafting a proposal with an explanation as to how to show bottom-line results to senior management. Request that they fill you in on potential pitfalls that you might encounter in the approval process.

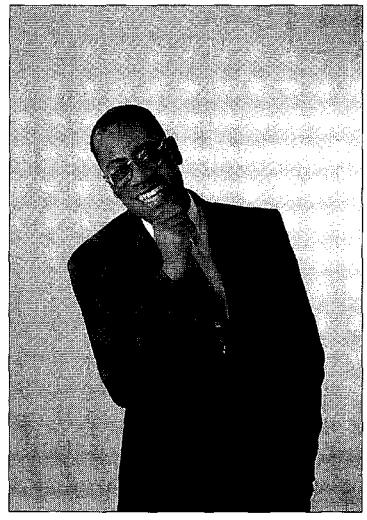
2. Add A Senior Management Spin To Your Proposals

There is no question that senior management wants to see bottom-line results from the work/life programs you propose. This brings up the inevitable question, "How does one justify a return on investment for, let's say, an eldercare program or perhaps stress management seminars?

Here's the key: Ensure that Your Proposals Are Consistent With Your Organization's Strategic Direction

Okay, you may ask, "How am I supposed to know what our organization's strategic plan is? Senior Management does not give employee services that type of information." Here's what you do. You ask for it! If you are unable to secure a copy for whatever reason, or your company doesn't have one, then make sure one or more of the following "strategic business factors" are somehow embedded in your proposal.

- **Mission Statement:** Senior executives are hard pressed to argue against a sound expenditure that successfully ties into your company's core principals.
- **Value Statement:** Tie-ins with your organization's core behaviors and culture is critical to selling any work life initiative to your decision makers.
- **Vision Statement:** Ask yourself, "How does the work/life program that you're proposing mesh with the long-term strategic direction of your organization. How does it tie-in with those future trends that will be significantly impacting your organization in the next 3-5 years?"
- **Profitability:** Does your work/life/family initiative somehow play a role in the successful recruitment and retention of staff? If so, your organization may stand to benefit from staff turnover cost savings and lower recruitment expenses.
- **Productivity:** Sure, this one is hard to put



Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

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down on paper quantitatively. So, talk to your NESRA peers and discuss how you can tie-in some of their success stories.

- ◆ **Positioning:** When you examine the leading organizations in your field, you will discover that work/life programs are a contributing factor to their success. Use this known fact to sell the importance of being a "great place to work" in your marketplace.

3. Fund Your Work/Life Initiatives Via Alternative Sources Of Income

You may want to establish a 501c3, non-profit arm of your organization, which allows you to tap into alternative income sources such as grants, contributions and fund-raisers.

Your success in aligning your work/life initiatives with what senior management is seeking will greatly enhance your credibility as a strategic resource within your organization. So, get to the bottom line, for this is where the future of employee services will be won.

Leonard R. Brice Superior Merit Award

NESRA had two chapters win this year's Leonard R. Brice Superior Merit Award: NESRA of Greater Seattle and Tampa Bay/Suncoast Chapter of NESRA

NESRA of Greater Seattle
President Giselle Sampson

With over 200 members, NESRA of Greater Seattle hosted an annual, four-day NESRA Western Region Conference with several activities, speakers and an exhibit hall. The chapter coordinated member events such as a casino cruise night with prizes, food and networking opportunities, a trip to Sea World of California, a theater show, health fairs and vendor fairs. At a Recognition Breakfast, chapter leaders recognized members who implement innovative programs.

The chapter served its members by promising access to services and discounts offered by local organizations, various intercompany sporting events, networking with professionals, opportunities for certification and awards programs.

At every meeting, a NESRA of Greater Seattle representative makes himself/herself available to new members by making them feel welcome and answering questions.

This group visited their sister chapter, NESRA of Oregon, where they exchanged ideas.

The chapter worked a booth at The Summit Special Event Trade Show and Symposium for corporate event planners. At this show the chapter promoted itself to conference participants and attracted new associate members. In addition, the chapter recruits members through a program called "Members Promoting Members," where NESRA of Greater Seattle members are asked to encourage their nonmember corporate friends to join the chapter. Those that recruit new members win prizes.

Lastly, the chapter housed a NESRA of Greater Seattle Discount Hotline for members to call and receive information about upcoming art exhibits, theater happenings, special events, sporting events, group trips and special services.

The chapter donates to Make-A-Wish Foundation® of Washington State.

Tampa Bay/Suncoast Chapter of NESRA
Secretary Robert Parrott

The Tampa Bay/Suncoast Chapter of NESRA offers its members attraction, travel and hotel discounts, local and national speakers, volunteer recognition, award program certification, resource information and networking opportunities through bimonthly meetings and the regional conference. The chapter hosted a six-day Southeast Regional Conference at Sea on a cruise line and a summer workshop, focusing on presentation skills and making a good impression. Chapter meetings and events included a trip to the race track, soccer games, an annual Sirata Beach Party, cruises, Adventure Island, Busch Gardens Vendor Fair and membership drive, and a trip to a community hospital.

Positive membership promotion helps build a strong chapter.

Chapter meetings addressed a variety of topics including sexual harassment in the workplace, dealing with difficult people and a cooking demonstration.

New members can learn about NESRA through the chapter's graphic symbol of "What NESRA Can Provide To Your Organization," the code of ethics, and *NESRA's Peer Network and Membership Directory*.

Focus groups get together to generate new ideas for membership and the future of the chapter. The Tampa Bay/Suncoast Chapter of NESRA's committees include a membership committee, program committee, associate member committee, newsletter committee and registration committee for events and meetings.

The chapter's goals included the development of a closer relationship with another region of NESRA and recognition for members who participated in chapter events. Chapter leaders also wanted to encourage more members to submit articles to *Employee Services Management* magazine.

In terms of community service, the chapter donated money to a single-parent family and to Dining Out For Life, a restaurant program where a portion of the member's restaurant bill goes to charity. ★

Chapter Merit Awards

Chapter Merit Award
NESRA of San Antonio
Chapter President Denise Staudt

The NESRA of San Antonio chapter received this award for their original presentation of employees services topics to their members and involvement in community service events.

NESRA of San Antonio promised innovative meetings, quarterly newsletters, a membership directory of San Antonio members, special contests, tournaments, trips, local events and local and national vendor discounts. Their chapter meetings promoted idea sharing and strategic planning to help members benefit from their NESRA membership. These meetings, held at different sites, included time set aside for networking, announcements, a guest speaker and a question and answer period. Several of the meetings discussed work/life issues including "how to entertain your children during the summer months," wellness topics and event planning. During the chapter's 1997 summer membership event, over 300 prospective members and their families, or "nuclear families," were invited to a waterpark to discuss the merits of employee services.

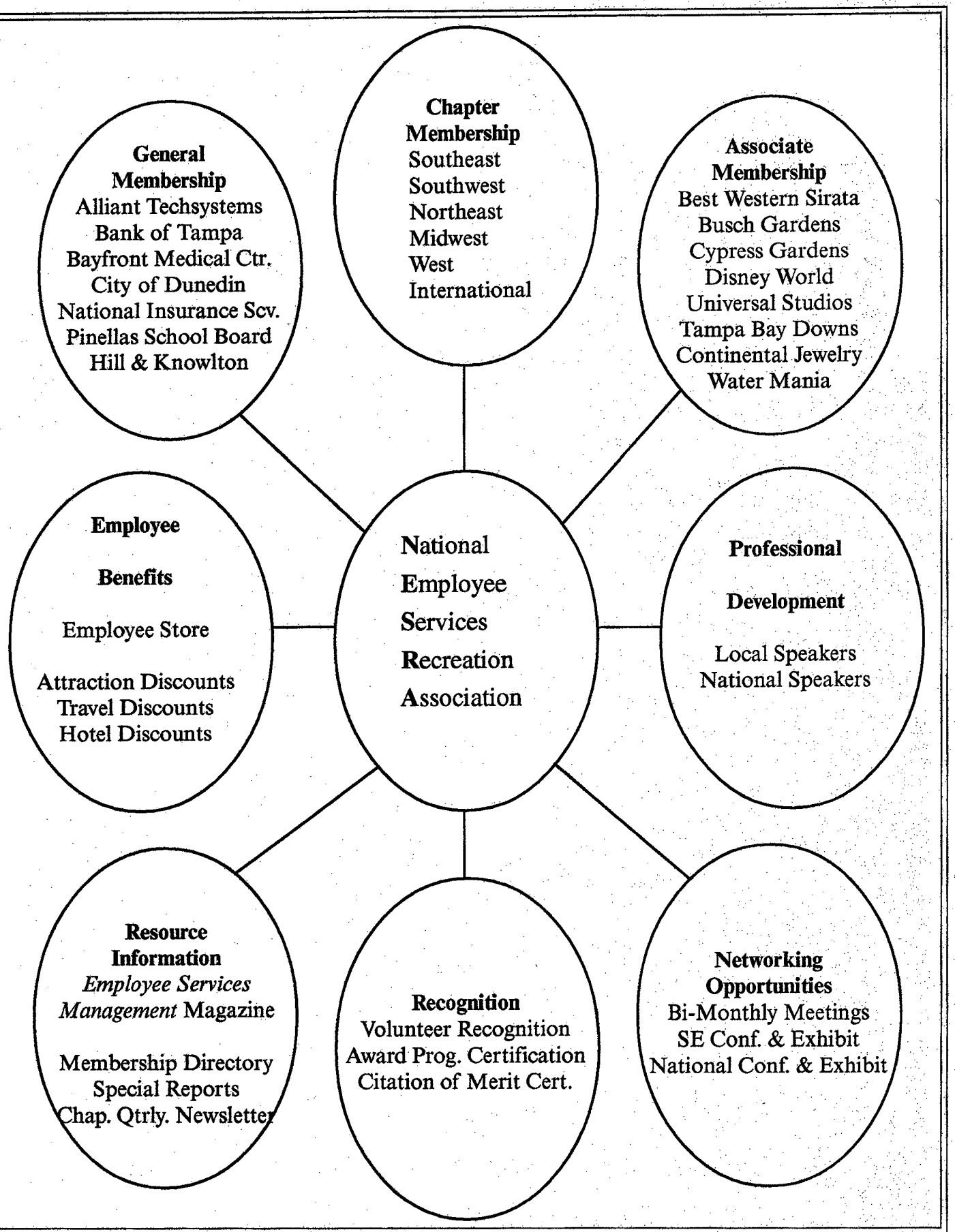
One of NESRA of San Antonio's community service programs included a can food drive during their NESRA Fair in November, where canned goods were donated to the San Antonio Food Bank. During the holidays the chapter donated gifts to the Elf Louise Toy Drive. ★

The benefits of winning a NESRA Award are . . .

"For our chapter winning the award was a milestone in terms of the Chapter's growth over the past 16 years. Winning the award was our way of saying that our chapter is moving forward. It was also a good teamwork experience because the process involved a lot of new and long-term members working together to gather the information."

—Giselle Sampson, president, NESRA of Greater Seattle
Leonard R. Brice Award Winner

Sample of What NESRA Can Provide To Your Organization



Every year ESROC members can expect energetic meetings with morale-boosting ideas.

Chapter Merit Award
Employee Services & Recreation Orange County (ESROC)
Executive Director Phyllis Smith, CESRA

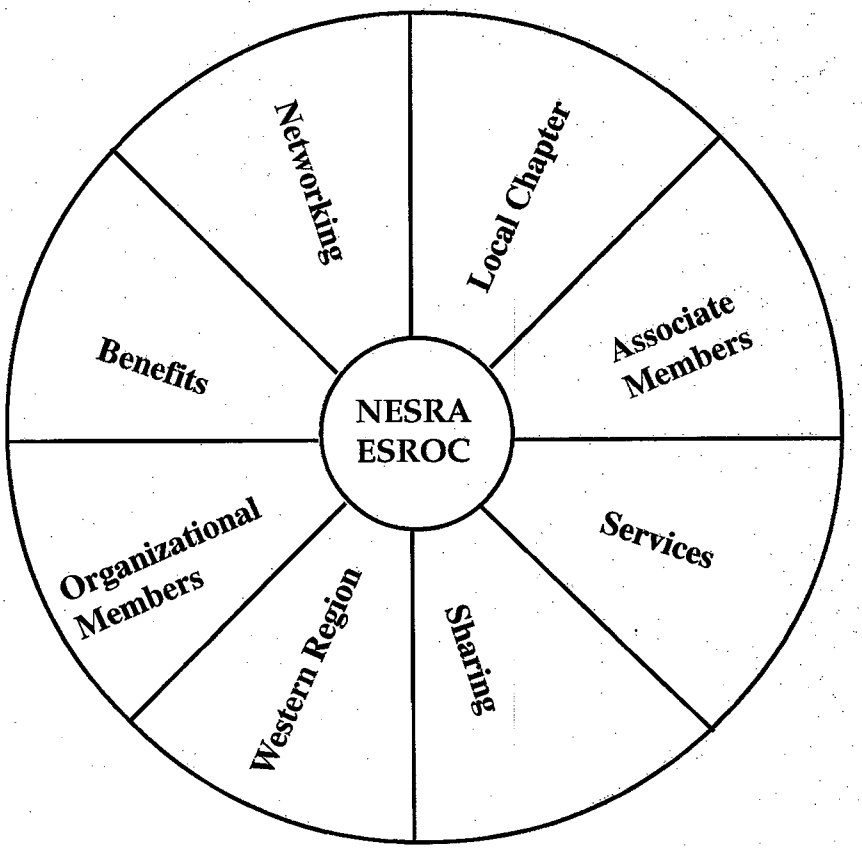
The Employee Services & Recreation Orange County (ESROC) received the Chapter Merit Award based on its chapter's outstanding presentation of employee services and recreation topics related to business organizations/associations and its chapter community service program. ESROC held monthly membership meetings that include a vendor display, dinner, speaker session, announcements, round robin and door prizes. During the holidays, the meetings were themed and each month a speaker addressed a different employee services topic.

Every year ESROC members can expect innovative meetings with morale-boosting ideas, special events for ESROC member company employees, employee savings directories, vendor fairs, discounts on tickets, memberships and products, and access to local and national vendors.

The chapter graciously donated to such causes as the Orange Coast Interfaith Shelter, a local shelter for women, couples and families, and Make-A-Wish Foundation® of Orange County, a charity organization for terminally ill children.

Lastly, ESROC developed the "Wheel of Progress in Employee Services and Recreation" to describe the benefits of joining their chapter. The wheel is displayed in promotional materials and in their chapter newsletter. ★

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NESRA Invites You to Nominate Your CEO for NESRA's 1998 Employer of the Year

Get your company recognized as an "Employer of Choice." Nominate your CEO as NESRA's Employer of the Year. NESRA Headquarters is now accepting nominations for the 1999 Employer of the Year Award. Any organizational member may submit his/her Chief Executive Officer (CEO) for nomination by December 1, 1998. We plan this far in advance so the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon, which will be held on April 27, 1999 during NESRA's 58th Annual Conference and Exhibit, April 25-29, 1999 at The Rio Suite Hotel & Casino, Las Vegas, NV. Send nominations to NESRA Headquarters, Attn: Employer of the Year.

The criteria for judging entries:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the employee services program.
- S/he must have made statements regarding why and to what extent s/he supports the program.
- The CEO's justification of how employee services is important to the productivity and morale of his/her workforce will be considered.
- The CEO has a reasonable chance of accepting the award in person, i.e., his/her schedule is clear at the time the nomination is submitted to accept the award at the conference.

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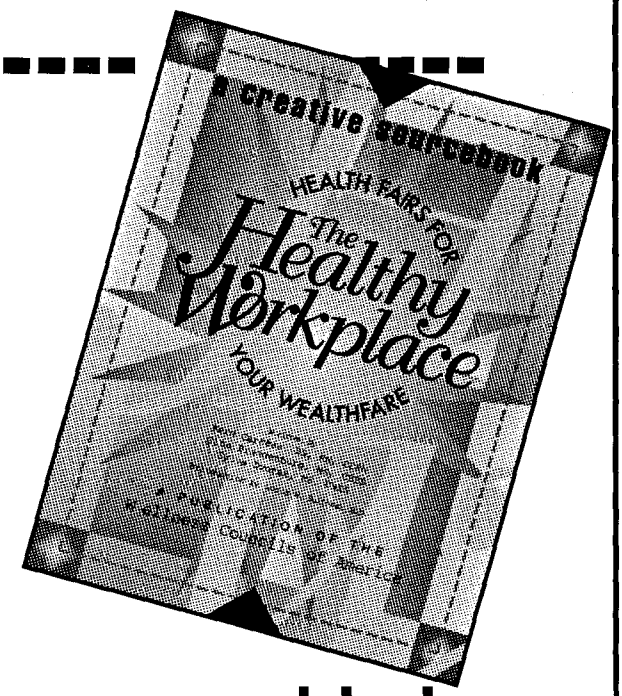
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This sourcebook will be valuable to both the professional health promoter and the individual wearing the health promoter's hat for the year. It is simple to follow, covers all the pertinent details regarding health fair planning and implementation, and offers those all-important ready-to-use-checklists, sample letters and registration forms.

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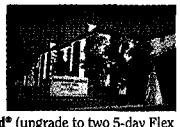
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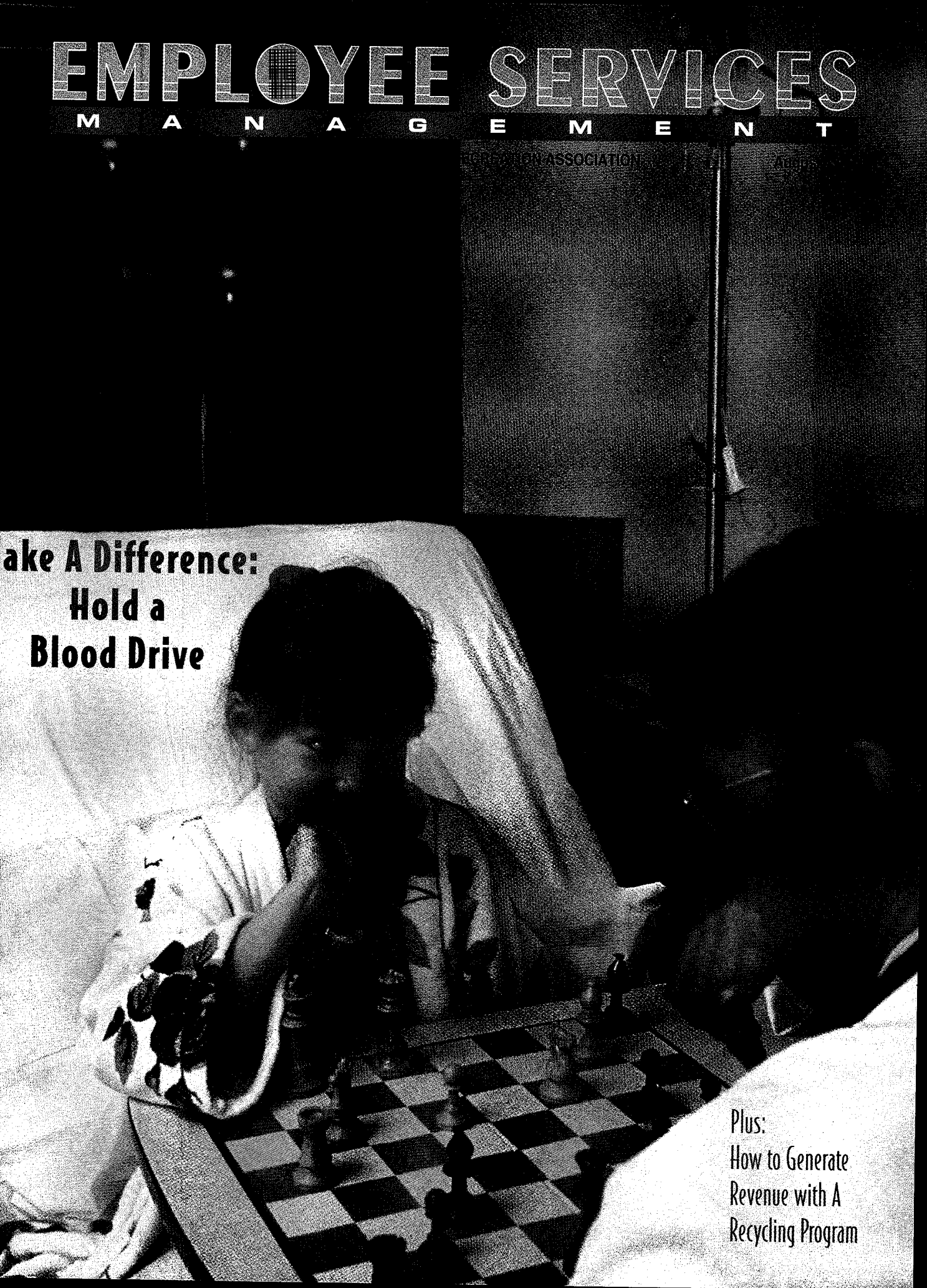


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EMPLOYEE SERVICES
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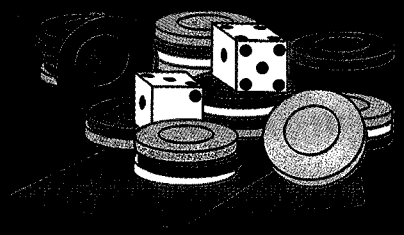
ake A Difference: Hold a Blood Drive

Plus:
How to Generate Revenue with A Recycling Program



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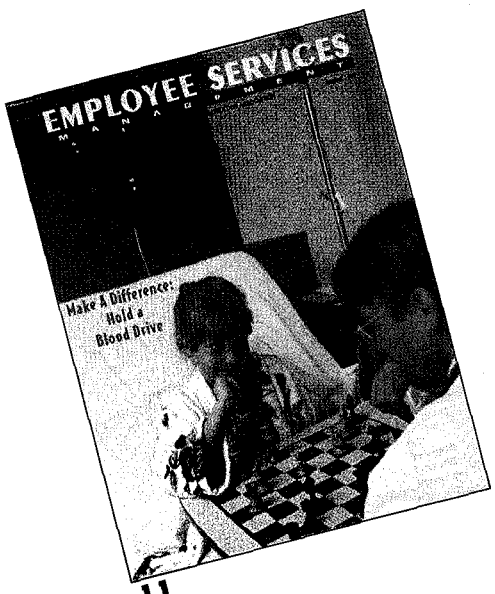
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Vol. 41, No. 7



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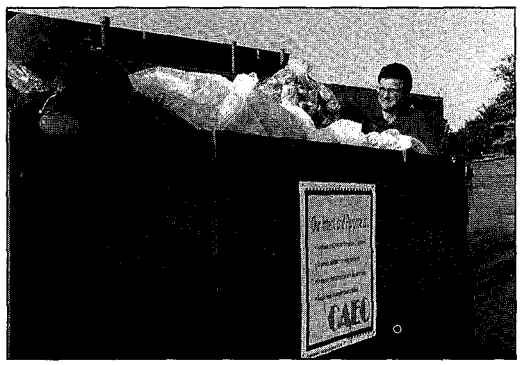
Need new ideas for a mainstay program? These theme ideas will help you recruit more donors.
By Elizabeth Platt

15 Taking Lessons from "Dr. Can Man"

Kevin McMullen makes recycling fun and easy for employees at Caterpillar. Read how you can get started and get an idea of how much money you can generate.
By Renee Mula

18 Racing for New Ideas

NESRA's 57th Annual Conference and Exhibit was a success! See how attendees filled their day with education and their evenings with networking.
By Renee Mula



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22 NESRA Select Expands Your Resources

This new category of NESRA membership is growing. Those interested in taking employee services to the next level are making time to fill out the **NESRA Select** Profile. This is a sneak peak of what the profile entails.
By Ronda Feeley

EDITOR'S NOTE

C ntinuing the Focus

By Cindy Helson

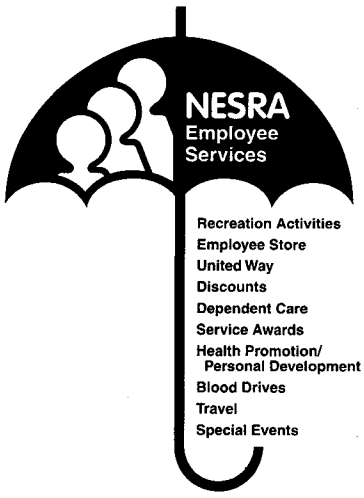


This issue's cover story features planning blood drives. NESRA's last marketing survey shows NESRA members organized blood drives that collected 366,300 pints of blood collectively.

By nature, employee services managers tend to be warm, caring people who can motivate groups of employees to lend a hand for a needy cause.

However, even those with the best intentions can use a creativity boost. That's why this cover story gives you some new ideas for your blood drives. It presents some themes to tie into your promotional materials and your decorations.

Blood drives represent just one of the components of the Employee Services Umbrella. So far this year we have done our best to cover a different component in each issue of *Employee Services Management*. The January issue covered the value of providing wellness for both body and mind, addressing the Health Promotion/Personal Development component. The February issue began with community service, which incorporated ideas for United Way campaigns. It also offered tips for planning group travel. Employee stores were the focus of the March issue. April focused on trends in recreation and May/June showed you how to plan special events. The July issue presented NESRA Award Winners, many of whom incorporated several components into their programs. You can look forward to reading about more travel in the September issue, dependent care in October; and discount programs and service awards in the November/ December issue. Let me know if you have any ideas to share in these upcoming issues. Feel free to call or e-mail me.



Don't forget that if you need more information on any of these topics you can search our resource library on NESRA's website, http://www.nesra.org

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@ix.netcom.com.

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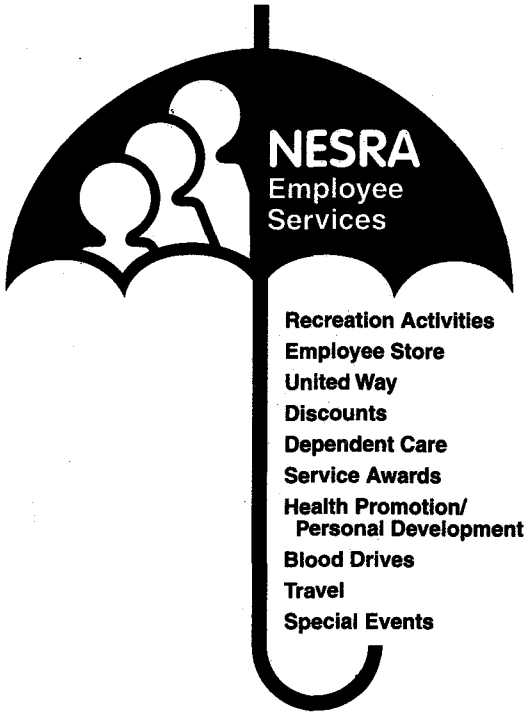
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or Write to P.O. Box 920784, Sylmar, CA 91392-0784

NESRA Host Chapter: **A.I.R.C. / Burbank, California**

KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

"The foolish person seeks happiness in the distance, the wise grow it under their feet."

James Oppenheim, in Power Notes

Post Review Aids in Planning

After the company picnic, while it is still fresh in everyone's mind, you should conduct a follow-up survey with your employees. If you haven't already conducted a survey, do so now. It will give you an indication of any adjustments you need to incorporate for next year.

Schedule a follow-up meeting with fellow planners to discuss any mishaps or things that worked especially well. This enables everyone to give their input from the various sections they worked on.

If next picnic season will be your first event or you need some new ideas, read on for what fellow NESRA members do when planning their companies' picnics.

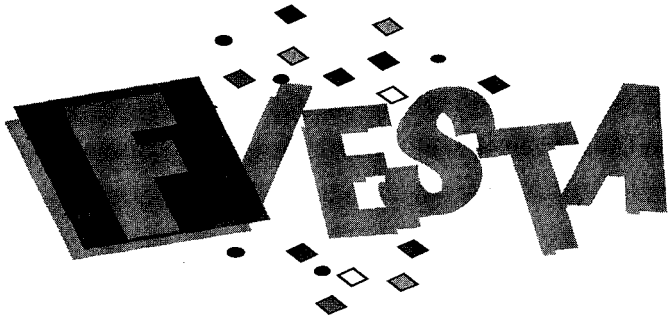
So where do you start? First off you have to pick a date. Are you hosting the event on a Saturday or Sunday afternoon? Or are you having an event for just employees one weekday afternoon? "We gather our committee six to eight months in advance of the picnic date," says Jacquelyn Bell, employee programs manager, City of Scottsdale, Scottsdale, AZ. "We send out a notice to our employees to join the planning committee—have fun and help us plan our picnic."

Schedule committee meetings once a month at the beginning and then once a week closer to the event. You can hold meetings during the lunch hour and have committee members report back to you as they complete their duties.

After you have chosen a date and decided whether the event will be employees and their families/friends or just employees, then you need to:

- Visit a possible site. If you are having the event in a local forest preserve, you'll need to get the permit well in advance. The same holds true of theme parks, water parks, etc.—get a contract so you know the day is held for you. Visiting the picnic's location will give you an idea of where the washrooms are, if you have to bring in tables, chairs, etc.
- Decide if you are doing the planning in-house or will hire an outside planner. Even if you hire a planner, you still might want to conduct some of the entertainment on your own. "We hire a planner to do various games because they

Continued on page 6



Post Review Aids in Planning

(Continued from page 5)

know how to get people geared up for participation," says Mary Lou Panzano, RVESRA, manager of communications, Law Dept., Prudential, Newark, NJ.

- Choose a theme. If your company is having a specific anniversary, you might want to incorporate it into the picnic. Otherwise you can weave a theme into your games, decorations, even attire.
- Contact caterers, DJs, table/chairs suppliers, etc. for quotes. "After we have the quotes in, our committee selects the caterer," explains Sheila Goodeve, human resources manager, Mech-Tronics, Melrose Park, IL. "We work with the caterer to incorporate the food into our picnic's theme."

"We get recommendations from other companies," comments Bell. "We are very specific on what type of product we are looking for. We'll tell the caterer that we want high quality ground beef. Our purchasing department sends out specification bids based on our requirements."

- Plan your activities. Are you having games for adults and children? Will they be organized or spontaneous games? You can organize a softball game in advance or just announce at the picnic that two teams will form to play. Get a list of needed equipment and prizes.
- Announce your upcoming picnic in your employee newsletter, on bulletin boards, paycheck stuffers, etc. Give employees a sign-up sheet to indicate how many people (and the ages) they will be bringing to the picnic.
- Plan your graphics. If you need signage at the picnic, contact a designer to make all the necessary pieces of your design. Consider having a schedule of events at the entrance to the picnic for employees to choose their events.
- Schedule a photographer to record all your picnic's activities. Describe key photos you expect of V.I.P.s or special events.
- Sign-up employees for activities at the picnic. You might need someone for registration, the game sites, cleanup, etc. If your committee members won't cover all that you need, enlist others.
- Go over your plans, again and again to make sure you don't miss anything.
- Attend the picnic and have fun.

And then after the picnic, make sure you take a survey and have a follow-up meeting to ensure next year's success.

Games/Activities Ideas

- Small amusement rides for children such as moonwalk, balls to play in.
- Group games such as softball, volleyball, horseshoes, egg toss, water balloon catch
- Bingo
- Treasure hunt
- Candy-filled piñata
- Face painting, magician, clown
- Activity center for children with art supplies, crayons and paper.
- Cake or prize walk
- Basketball hoop shoot
- Bake off with prizes for best dessert, best presentation, best name.
- Hula hoop contest

DID YOU KNOW?

• Make plans to attend NESRA's 58th Annual Conference and Exhibit April 25-29, 1999 at the Rio Suite Hotel & Casino, Las Vegas, NV.

• Over 90 percent of headaches are "tension headaches," caused by excessive muscle contraction in the neck, face, shoulders and/or scalp. To get rid of it, sit down and relax or get some brisk exercise to help you relax.

(Source: Hope HealthLetter®, The Hope Heart Institute, April 1998)

"Become a positive force, in control of the way that you do your job."

Office Hours, Issue No. 372

Children's Shoes That Fit

Back to school means new shoes and clothes for children, and while they concern themselves solely with style and appearance, the parents have a different set of priorities. Parents want well constructed and designed shoes that promote foot health and protect their children's feet.

There are two main factors to consider when selecting a healthy shoe for children: design and construction of the shoe; and the fit of the shoe.

Proper shoe fit is important to your child's health. Poorly fitting shoes can cause a variety of foot problems.

10 Points of Children's Shoe Fit

1. Always measure both feet—children can have one larger foot.
2. Children's shoes should feel comfortable immediately. Don't let your child wear hand-me-down's or expect her to "break in" a shoe.
3. Most children don't fully develop an arch until pre-adolescence and special shoes are not needed to help the arch develop.
4. Children's shoes should allow plenty of room to wiggle all their toes.
5. Allow a thumb's width from the end of the longest toe to the end of the shoe.
6. The heel of the shoe should fit well and not slide.
7. The heel of the shoe should protect the foot from injury and provide cushioning.
8. The shoe should be made out of material that gives and breathes, such as leather.
9. The shoe should provide enough room for the child's foot to grow.
10. A proper fitting shoe should not cause calluses, sores or other problems.

• Employee services helps retain employees. Here's a reason for retention: The cost of replacing a good employee ranges from half to several times a year's pay, depending on the job.

(Source: by Sue Shellenbarger, Work & Family, The Wall Street Journal, Nov. 19, 1997)

• The average life expectancy in the U.S. is now 79 years for women and 73 years for men.

(Source: National Center for Health Statistics)

College-Bound Students

August is the month when your employees will be getting ready to send their children off to college. Host a lunch-time seminar covering some of the issues they need to consider:

Banking arrangements. Making sure these accounts are set up conveniently can save a lot of frustration. Ideally, the bank at college would have branches close to your employees. This enables the parent to deposit money locally in an account that the child can access at school.

An alternative is keeping the bank account at home so that the parent can monitor and replenish the account balance. The parents need to determine how easy it is to cash an out-of-town check at school or how fast it would clear if the child had a local checking account.

Credit cards. If the student has access to the parent's credit card, parents need to make sure the ground rules are crystal clear.

Calling Cards. One strategy is for parents to provide their children with an 800 number calling card that only calls home.

Medical Coverage. Have the parents check out the provisions of their medical plan for dependents who leave the service area.

Dependent Coverage. Once a child reaches 19, medical plans will verify dependent status for ongoing coverage annually. If the child drops out or is part-time, have the parent apply for a lifestyle change within 30 days to continue COBRA coverage.

(Source: The New England Wheel, Vol. 48, No. 10)

Life on the Road

Residence Inn space planners recently conducted a study of extended stay travelers to find out behavioral patterns and attitudes toward working and living space while on the road. Based on the study results, Residence Inn recommends the following tips for travelers, especially extended-stay travelers who are typically away for five or more nights, to save time and energy while on the road.

- **Choose the room that's right for you—most extended-stay hotels offer studio and one-bedroom guestrooms.** If you prefer staying in a large spacious room, request a studio suite. If you prefer having a separate private bedroom, ask for a one-bedroom suite.
- **Fully unpack your suitcases and put away all clothing, toiletries and other materials or items you've brought with you.**
- **Store your luggage, out of sight, at the bottom of the closet.**
- **Establish zones in your guest room.** Most rooms provide you with a sleeping, bath/dressing and work space. Establishing zones allows you to separate yourself from your work to relax, eat or sleep. Remember to always maintain a balance between work and play.
- **Make use of the room's work amenities including the work desk, and if provided, an ergonomic chair.** Be sure to have the following within reach of your desk: ample light fixture, dataport for electronic transmissions, telephone and electrical outlets.
- **Some hotels' beds are on frames.** Under the bed is another convenient place to store luggage such as a hanging bag that can lay flat.
- **For valuables, most hotels provide an in-room safe or safe-deposit boxes at the front desk.** This is great space for you to keep important documents or valuables.
- **For suites that provide kitchens, utilize leftover cabinet space to store additional items such as toiletries, games for children, or work materials.**
- **Buy juices, sodas and fresh fruit to store in the refrigerator for easy access and a quick break when working late.**
- **Personalize your guestroom.** This is especially important if you'll be away from home for a number of days or weeks—bring photos of your family or pet; put fresh flowers on your grocery shopping list; bring magnets for your in-room refrigerator; put your favorite magazine on the coffee table.

Residence Inn conducted the study through D. K. Shifflet & Associates, a McLean, VA-based research company, which interviewed 300 extended-stay business travelers.

A Closer Look at Life on the Road

A recent study unveils travelers' behavioral patterns and attitudes toward working and living space while on extended trips. Residence Inn by Marriott conducted the research through D.K. Shifflet & Associates, a McLean, VA-based research company, which interviewed 300 extended stay business travelers. Residence Inn defines the extended stay traveler as one who is away from home, for business (or pleasure), for five consecutive nights or longer.

The study revealed that:

- Eighty-five percent of business travelers work in their guestroom: at the desk (85 percent), at a table (81 percent), on the bed (47 percent), or on the sofa (26 percent).
- Too little space causes 54 percent of extended stay travelers to feel less productive or experience restlessness. Thirty-four percent claim it makes them lose concentration.
- Two-thirds of the travelers find they have more time for themselves while on the road compared to being at home. More women (74 percent) expressed this sentiment than men (58 percent).

Packed In or Packing?

- Two thirds of extended stay travelers would rather sit in the middle seat of the last row of an airplane while in a holding pattern than be stuck in a crowded elevator for an unknown period of time.
- When traveling on extended stay business, one-third of respondents bring a photo of family/friends with them, 25 percent bring slippers, and six percent bring a photo of their pet(s).

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Editor/Production: Karen G. Beagley

Are You An Effective Financial Manager?

by Richard G. Ensman, Jr.

Are you an effective financial manager? To be sure, financial management involves a multitude of skills and responsibilities. It involves budget planning, accounting oversight, sound vendor and contractor relationships and much, much more.

While financial management skills can't ever be captured in the space of a few short columns of type, this brief quiz—"Assess Your Financial Management"—can point out business practices that can help you manage your money more effectively.

You can complete the quiz in a few minutes; answer "yes" or "no" to each question.

Assess Your Financial Management

1. Do you prepare an annual budget, and share it with everyone who has administrative, revenue-producing, or purchasing responsibility?
2. Do you use purchase orders to authorize spending?
3. Do you plan for your long-term facility and equipment needs through a multi-year capital expenditure plan?
4. Do you compare monthly revenue, expenses, and balance sheet figures with your budget?
5. Do you get an informal "business checkup" (or formal audit) with an independent accountant at least once each year?
6. Do you follow a systematic procedure for placing items in inventory and taking them out of inventory?
7. Do you control for inaccuracy and theft by splitting key accounting responsibilities among various staff members?
8. Do you personally reconcile all bank statements?
9. Do you invest surplus cash until it's needed?
10. Do you pay bills just before they're due?
11. Do you make all bank deposits quickly and itemize them in detail in your cash receipts journal?
12. Do you hold people responsible for budget results?
13. Do you predict month-by-month availability of cash through a formal cash flow budget?
14. Are you familiar with all tax and public benefit reports, and do you insure they're filed accurately and properly?
15. Do you follow a systematic payroll procedure, which includes timesheet approvals and authorization of overtime and leave time?
16. Do you review invoices, third party documentation, and correspondence from vendors before paying bills?
17. Do you bring your books of account into balance within 10 days of the close of each month?
18. Do you limit physical access to cash and other assets?
19. Do you follow a procedure for disbursement and reconciliation of petty cash?
20. Do you familiarize yourself at least once each year with the current financial and legal requirements of worker's compensation laws, state and federal tax reporting requirements, and unemployment insurance laws?
21. Do you place all major equipment and contract services out to bid before making purchase decisions?
22. Do you have the ability to run tax simulations at any point during the year to assess your potential tax liability?
23. Do you review variable expenses periodically, and make fast adjustments if sales are running behind production?
24. Can you use your accounting systems to

Take this quiz to see how your financial skills rate.

Richard G. Ensman, Jr. is a freelance writer in Rochester, New York. He can be reached at (716) 889-1321.

calculate basic measures of efficiency, such as output or profit per worker, cost per unit, or revenue per square foot?

25. Do you have a systematic procedure for documentating and tracking travel-related expenses?

26. Do you have a formal accounting manual, which prescribes key accounting and financial management practices?

27. Do you conduct a comprehensive inventory of all capital assets and liquid inventory at least once each year?

28. Do you have procedures for monitoring the efficiency of employees and contractors on a day-to-day basis?

29. Do you conduct an annual review of your insurance coverage, claims and risks?

30. Do you have a procedure that allows employees and colleagues to suggest revenue-producing and cost-saving ideas to you?

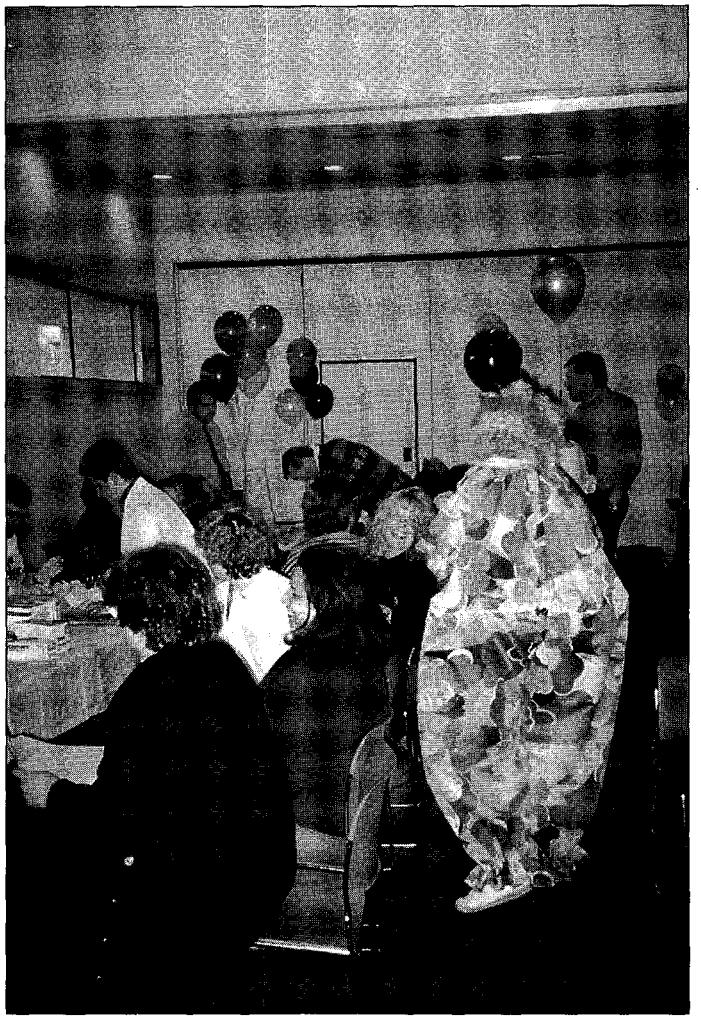
Count the number of "yes" responses you made. If your "yes" score is 27 or more, great! You're practicing a variety of highly effective financial management skills. If your score is 24, 25, or 26, not bad. While you might make a few improvements in your financial management practices, you're well on your way toward high standards. A score below 24? Don't panic. A few conversations with your accountant, and a concerted effort to refine your financial management practices, can set you on your way toward higher business standards.

The modest investment of time and resources you make in a financial management program will pay big dividends for you in the years ahead. A sound financial management program will enhance efficiency. It will give you better information and tighter control over your revenue and your expenses and help you protect your assets against intentional and unintentional misuse. Most important, it will give you peace of mind—the peace of mind that comes from the knowledge that you've done everything possible to protect the time and money you've invested in your business.

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H w to Succeed At Promoting a Bl od Drive Without Even Trying

by Elizabeth Platt



A health fair theme can set a festive mood for a blood drive.

How do you succeed at promoting a blood drive without even trying? Well, it's not a Broadway musical yet, but there are ways it can be promoted like one. Let's go through the basics of sponsoring a blood drive, and brainstorm different ways you can make your drive a smashing success.

We'll start by reviewing three key factors that can ensure success: plan, recruit and create.

1. Plan

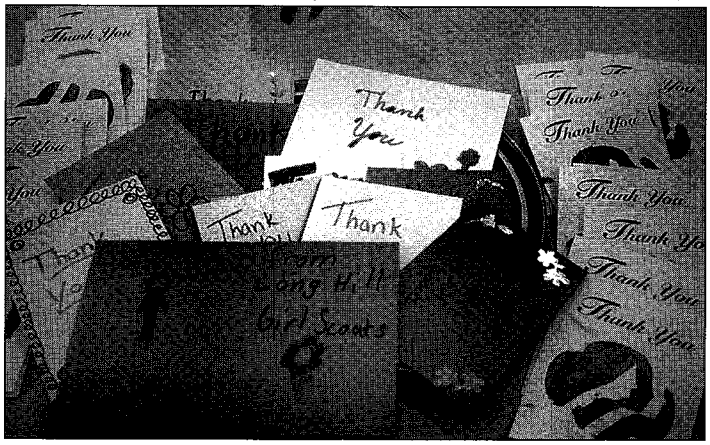
It's important to select and confirm blood drive dates as far in advance as possible. You want to be able to choose the most convenient month, date and time. This entails scheduling your blood drive a year or more in advance. Be sure to plan for your location. If it's summer, is the location air conditioned? Will the location you've selected comfortably fit the number of donors you expect? The important point now is to distribute a "Save the Date" flyer to inform employees of the date. Details can follow later as long as everyone has the date and time penciled in.

2. Recruit

This is never easy, but recruiting donors is essential to having a successful drive. You need to decide whether or not you need one recruiter within your organization or a full recruitment team. Try to have one recruiter for every 50 people you will approach. This individual or team can help in planning, as well as recruiting and act as your front line. Your area American Red Cross representative will help you develop a recruitment strategy and decide what will work best for you. Recruitment basics include an educational presentation by a motivational speaker (a blood recipient or someone knowledgeable of the blood program), the use of recruitment materials (poster, flyers, payroll stuffers, etc.), cafeteria recruiting, perhaps a display setup in the break room and anything else you can think of. The most



Here a local girl scout group makes thank you cards for those who donated blood in honor of a fellow scout in need. Thank you cards are shown below.



effective method of recruiting is to educate. If at all possible, talk to people, one on one. If you approach your recruitment effort in this manner and increase awareness of what it means to be a blood donor—why it is so important—you will see positive results.

If you are developing your own flyers, posters or payroll stuffers, please keep the following graphics tip in mind: Less is more. The simpler the better. If the piece is too crowded people won't take the time to read it, and they might not even notice it! Also, there are some motivating facts that many people don't know about donating blood. It might help to include these in a poster:

- Someone needs blood every two seconds.
- There is no synthetic substitute for blood.
- The actual blood donation only takes about 8-10 minutes.
- The donation process takes about 1 hour and 15 minutes—registration to refreshment.
- A new needle is used for every donor, so it is perfectly safe to donate blood!
- Each donation can help three people.
- One out of every two people will need blood in their lifetimes.
- Other facts specific to your region.

The most common reason people give for not donating is that they were never asked. It is your job in recruiting to ask. The person who does this all-important task does not have to be you. For example, it might be extremely effective for someone within your organization who has needed blood in the past to write a letter to all employees asking them to donate and explaining why it is so important. This makes the request personal and compelling. Although many people understand that by donating blood they are helping to save the lives of many hospital patients, young and old, it does not mean as much as when they can put a face with their donation. A letter from the company president or other leadership figure endorsing the program and encouraging everyone to donate might also produce results.

The key to recruiting is to meet with your American Red Cross representative and decide your strategy—what will work best for you and your donor base? It's crucial to acknowledge all of your options, everything from posters to letters to speakers to e-mail reminders.

3. Create

Now for the fun stuff! You can make your drive stand out and become an event. As with any event, be creative. Make a list of all the fun things you ***want*** to do with your drive—no limits. Then sit down with that list and choose the things that you ***can*** do with your drive—now you need to consider resources, space, time, money and other restrictions.

It's always fun to have a theme drive. Some possible themes could include:

- holidays: Labor Day drives could be a "Labor of Love—Give Blood,"
- tropical theme: this would be fun to kick off summer, or in the dead of winter,
- Superbowl or other sports event: divide into teams and score points by number of donations or percent participation

When you choose a theme, use it on posters, decorations and even in the canteen, (the refreshment area). You could plan a "Hot, Hot, Hot" blood drive in July and decorate with red and orange crepe paper and balloons. Consider theming your canteen and have spicy jelly beans, hot wings or a chili contest. Invite everyone to make their special chili and have judges available to pick a winner.

Attract donors with small incentive prizes. For example, with a tropical theme you could give everyone who donates a lei or mug with a palm tree and your logo. Other suggestions include a casual day in honor of the drive, a free lunch for everyone who donates, etc. Or, you could offer door prizes for donors and an additional ticket/entry for everyone who makes an appointment at least two days prior to the drive. Raffle prizes can be a weekend getaway for two, a free day off, a gift certificate for dinner, etc. When using incentive gifts for each donor, keep in mind, prizes/gifts should not be transferable to cash and gifts given to each donor should not exceed a $10 value.

The more you can do at your drive, the better! Consider inviting the local American Red Cross chapter to bring information on water safety, summer health tips, storm preparation checklists, etc. Try to develop a mascot for your drive. Perhaps a cute dog you call your "blood hound" or another creature. Show this character on a T-shirt, mug or any giveaway, on all posters, flyers, etc.; or even go the extra step and have a mascot costume created for the drives.

As we touched on earlier, it motivates people to donate with an image of someone in mind. Is there an employee who has received blood in the past or someone who is an American Red Cross "Legacy" (long time donor), who would be honored to have the drive dedicated to him or her? Dedicated drives are very effective and help people to realize the importance of becoming a blood donor.

Strive to be different. Every day of the year has some special significance. Did you know April 15 is National Rubber Eraser Day? Plan your blood drive then and distribute imprinted erasers as a thank you. Or, did you know that July 20 is National Ice Cream Day? You can have a "create your own sundae" bar at your drive's refreshment area. Feel free to contact local companies who might want to cosponsor or support your blood drive by donating incentives, food products or other information and supplies. Community organizations like Girl Scouts or Boy Scouts have been sponsoring successful blood drives and may be willing to join you. It really does help to motivate donors when you bring the drive into their world in some way. Community involvement, a fun and exciting theme or a drive dedicated to someone they know are effective methods of "hitting home" with donors.

Blood Drive Theme Ideas

Here are some designated theme day ideas for blood drives.

August

22 Be an Angel Day–Bless you! Employees can bring out the best of themselves by giving blood.

26 Make Your Own Luck Day! Employees may help themselves.

September

7 Labor Day–Statistics for accidents are high. Blood will be needed.

7 Grandparents Day–Fond memories of grandparents can evoke a need for employees to give blood. These memories can also create a reason for employees to donate so future grandparents will enjoy special times with grandchildren.

15 Agatha Christie Day–Mystery Madness! Create a mystery contest.

21 Pancake Day–Enjoy! Hold a pancake breakfast in conjunction with the drive.

26-27 Family Health & Fitness-USA Allow employees to make donating blood a family event.

October

1-7 Universal Children's Week Ask employees to bring in their baby pictures and have a contest to guess their identity. Then remind employees of how many children benefit from blood drives. Another idea is to decorate the donation area with children's photos who are in need of blood.

18 Sweetest Day–Remember Your Sweet One! Someday a blood donor can make a difference for employees' loved ones.

25 Peace, Friendship & Goodwill Week Promote giving blood as a way to make a difference.

November

17 Homemade Bread Day–Fresh, Warm and Buttered Lure participants in with the smell of bread or serve a variety of bread and baked goods in your refreshment area

17-23 National Children's Book Week Hold a book fair in conjunction with a blood drive.

More Ideas

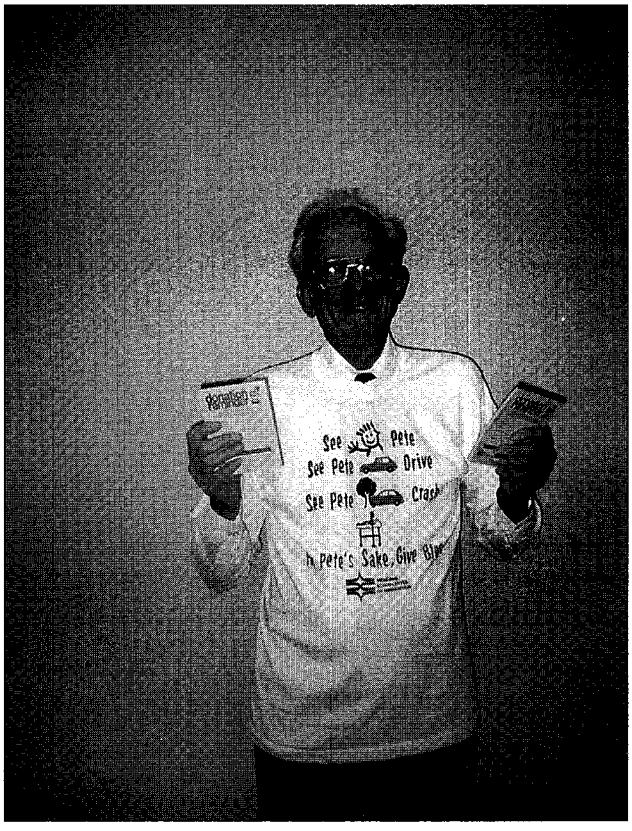
Gloria Wilcox, CESRA, of North Memorial Hospital suggests . . .

Themes

***Blood Drive Boogie**—Disco 70s music, costumes, decoration*
***Starve a Mosquito**—Door prizes: bug spray, yard fun stuff*
***Flag Day**—Giving of the red, white and blue blood*
***Dracula at Halloween**—"Ve Vant your Blood"*
***Give the Gift of Life**—Door-prizes are wrapped as gifts*

Motivators

- *Give free parking and meal coupon for blood personnel.*
- *Decorations can become the giveaways (mylar balloons)*
- *Call previous donors and make appointments*
- *E-mail all your employees an urgent message: "The need is great!" Tell them elective surgeries are waiting until there is more blood.*



At North Memorial Health Care Employee Services, Robbinsdale, MN a bubbly volunteer, Ward Edwards, promotes the blood drive with treats to employees.

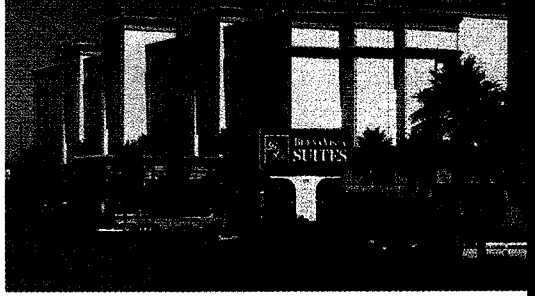
Conclusion

As you can see, there are a myriad of ways to make your drive successful. Remember the sky is the limit, at least in the conceptual phase of planning! As you define your resources, don't forget your American Red Cross representative. We can meet the needs of the hospital patients nationwide with donors and sponsors like you!

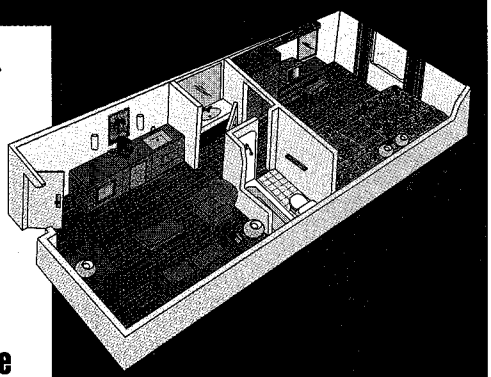
Blood drives really are lifesavers! (Speaking of which you can have a life-saving blood drive and give away rolls of candy. See how many ideas are just floating around out there...) Good luck!

Elizabeth Platt is marketing manager for the American Red Cross Blood Services, Connecticut Region, Farmington, CT. She can be reached at (860) 678-2863 or e-mail: Platte@hlnt.redcross.org.

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Taking Lessons from "Dr. Can Man"

By Renee Mula, editorial assistant

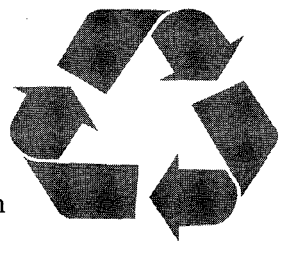
Although many companies throughout the U.S. recycle, the money often goes back into the recycling program itself. But what's more of an incentive for employees to recycle than being able to directly benefit from the recycling reimbursements? NESRA talked to employee clubs that have taken over the recycling programs for their companies and are using the recycling refunds for employee services.



Kevin McMullen, known as "Dr. Can Man" at the Caterpillar Inc. plant in Peoria, IL adds cans to those collected in a container posted with the program's objectives. The sign reads, "Our Intent and Purpose is... To enhance and promote the welfare of employees, to provide assistance to needy employees, to support charitable activities in the community and to raise funds to support these activities, Caterpillar All Employees Club."

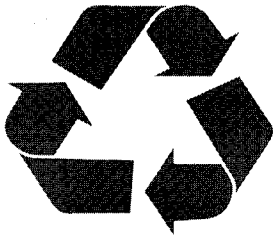
Everyone at Caterpillar Inc., knows "Dr. Can Man." That is how Caterpillar's recycling program coordinator Kevin McMullen is known to employees around the Peoria, IL manufacturing site. Eight years ago, McMullen answered an ad in his company newsletter requesting a volunteer willing to pick up the company's recycled aluminum cans. Before he knew it, he was overseeing Caterpillar Inc.'s recycling program and now is serving as the president of the Caterpillar All Employee Club. His main responsibility? To pick up, sort and transport the plant's recycled cans to the recycling transfer station. And the best part is that the employee club receives all of the recycling revenue.

In Inver Grove Heights, MN, Employee Club Representative Michael Kerns says Cenex's employee club also receives the proceeds of its recycling efforts. Cenex has an Environmental Task Force that promotes recycling by distributing recycling bins throughout the corporation, including at the employees' individual desks, company bathrooms and the mail delivery room. Some of the recycled items are paper, aluminum cans, printer cartridges, newspapers, magazines, glass, plastics, auto tires and batteries. "The printer cartridges make the most money; $15-20 per piece," Kerns reports. The company also designates a departmental Junk Swap Day, where employees can display unwanted office supplies in their department for other employees to take. If the items cannot be used in the department, then employees can take them home.



Larry Deeney, General Mills, Golden Valley, MN, manager of environmental protection and employee club recycling committee chair

says, "Aluminum cans tend to make the most money for us, however there are very few things that we don't recycle." General Mills recycles everything from posted notes to corrugated cardboard to both white and mixed paper. The employee club encourages recycling by making it an event. This includes a Brownie Program, where the club brings a tray of brownies to each department, along with recycling bins. The recycling committee also performs spot checks at employees' desks, making sure that they are separating their recyclables. "If the committee representative sees that the employee is recycling, the representative will give him a note with a free coupon for a cookie in the cafeteria," Deeney explains.



Seeing the Results

The best promotion for a recycling program is to remind your employees of the outcome by rewarding them with great employee programs. Caterpillar All Employee Club uses its recycling allowance to help individual coworkers through financial hardship. The club aided Caterpillar employees who were victims of house fires by putting them up in a hotel until they got back on their feet. They also use the money to purchase medical equipment—electric hospital beds, wheelchairs and electric lift chairs— that is placed on loan, free of charge to company employees and their dependents.

General Mills developed a recyclable, logoed coffee mug for their employees to purchase. With their mugs, employees receive a discount on beverages in the cafeteria.

Kerns says that Cenex's recycling money goes towards their general activities fund. The employee club coordinates different sports teams, discount tickets, picnics, Christmas parties and ice-cream socials.

Here are some recycling program tips to get you started:

1. **Research the current recycling program at your company.** See what materials your company is recycling and how convenient it is for employees to recycle. Is there room for improvement? Does your company have a surplus of a material that is not being recycled? Find out where the money goes.
2. **Discover your market.** Not all recycling programs are large profit generators. After recycled materials are collected they must be brought to an end market or transfer station. Call your state's Environmental Protection Agency and find out what the payback is from local end markets for individual recyclables in your area. Markets are different throughout the country and they fluctuate all the time.
3. **Get upper management support.** "It helps if you have backing from top management and a good committee of people that are excited about recycling and helping out," advises Deeney. Talk to management about starting a recycling committee within your employee club. Let them know that the earnings will help your club provide more services for their employees. Make sure that your representatives are willing to help out.
4. **Get started. It's easy.** The Environmental Protection Agency will give you all the information you need, including local drop-off points, state laws and where to get recycling bins. Once your program is implemented, committee members must work with their transfer station to keep close records on what is recycled. There are internet sites that will keep you up-to-date on recycling trends and facts. (try www.grn.com, www.obviously.com)
5. **Promote the program and gain employee support.** General Mills assigned building floor coordinators who make sure that new employees have recycling bins and answer e-mail recycling questions. "We have a promotions committee that puts up posters near the department recycling bins indicating what can be recycled," says Kerns who urges you to make recycling fun and easy.

Conclusion

Remember the real outcome of your venture when starting a recycling program. Recycling will lessen the quantity of material discarded but you also must prevent waste by reducing the amount of packaging and products used at your company. The results will decrease the amount of landfills in the U.S. Although Kerns says that his club profits from recycling returns, he reflects, "We don't just do it for the money. We want to make people environmentally conscience."

As for McMullen ("Dr. Can Man") he wondered if his achievements might earn him a doctorate in aluminology. We think he's got this one "in the bag."

For further information about these recycling programs contact Kevin McMullen, Caterpillar Inc. at (309) 266-3844; Michael Kerns, Cenex at (612) 451-4327; Larry Deeney, General Mills at (612) 540-3476; or NESRA Headquarters at (630) 368-1280.

WASTE NEWS COMMODITY PRICING REPORT

This chart represents prices recyclers are paying for loose materials in eight metropolitan areas. The data is intended to reflect pricing trends in those markets. Prices for the shaded cities are for the week ending June 12; the unshaded cities June 5. Prices listed are in U.S. dollars, per ton and delivered to door, unless otherwise noted.

	NEW YORK			MIAMI			ATLANTA			HOUSTON			CHICAGO			DENVER			LOS ANGELES			SEATTLE		
PAPER	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***	***LOW***	***AVG.***	***HIGH***
News No. 6	0	0	0	0	0	20	2	8	20	10	15	15	0	0	5	0	11	20	15	28	40	10	10	20
News No. 8[1]	30	35	35	30	30	35	25	25	30	50	50	50	30	33	40	30	35	45	55	60	60	55	65	65
Magazines	0	0	0	-10	0	0	0	5	10	0	7	15	0	0	5	0	0	11	0	3	15	0	0	10
Corrugated containers	5	25	30	20	40	50	25	40	45	25	33	40	10	15	20	6	18	25	37	48	50	10	15	30
Mixed residential paper	-30	-20	-5	-30	-10	0	0	0	10	0	7	15	-10	-3	5	0	0	0	0	0	0	-65	0	0
Sorted office paper	-30	8	50	10	18	30	15	30	30	10	20	30	15	20	25	0	15	30	20	23	30	20	20	25
Sorted white ledger	40	50	60	40	50	65	50	80	100	40	80	80	50	50	65	14	29	55	50	70	100	40	60	80
Computer printout	50	68	80	60	60	80	120	140	160	40	120	120	80	85	100	30	50	80	120	143	160	70	83	100
METALS																								
Steel cans	20	25	40	39	40	40	50	53	55	20	23	62	40	45	50	10	22	40	20	33	46	15	19	35
White goods	20	30	56	39	40	40	30	50	60	20	38	62	40	45	50	15	32	42	20	34	46	10	19	24
Aluminum cans[2]	32	34	35	35	35	37	32	34	35	36	37	40	30	33	40	35	38	38	29	31	37	24	27	35
GLASS																								
Flint	20	25	30	23	27	30	30	35	42	30	30	30	30	33	35	15	15	15	35	39	40	23	25	28
Amber	5	20	23	14	20	25	17	20	24	25	25	25	25	25	25	50	50	50	35	39	40	20	20	20
Green	-15	-3	0	2	4	5	8	14	15	5	5	5	5	5	5	15	15	15	20	20	20	0	0	0
PLASTICS[1][2]																								
PET	11	12	13	11	12	12	12	12	13	11	12	12	11	12	13	11	12	12	10	11	11	10	10	11
Natural HDPE	14	14	16	14	14	14	14	14	16	14	14	14	14	14	16	14	14	16	12	13	13	13	13	14
Colored HDPE	9	10	11	10	10	10	9	10	11	10	10	10	9	10	11	9	10	11	8	8	10	8	9	9
Combination HDPE[3]	10	11	12	10	11	11	10	11	12	10	11	11	10	11	12	11	11	12	10	10	11	11	11	11

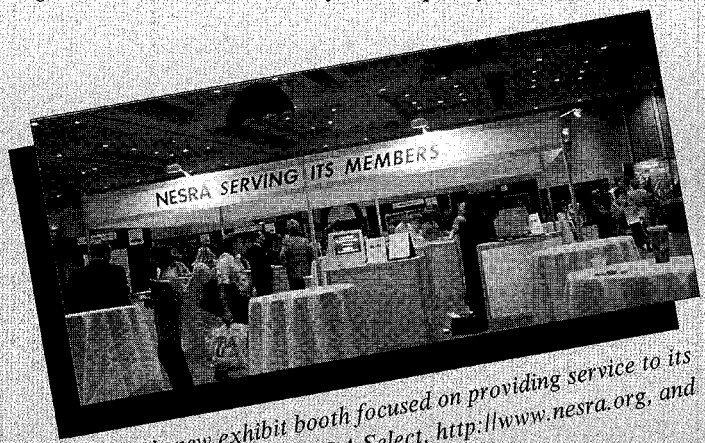
Footnotes: (1) Baled materials, picked up. (2) Cents per pound. (3) Contains at least 60 percent natural HDPE. Other notes: The highest and lowest prices are dropped before the average is computed. *Waste News* generates this pricing information through interviews with material buyers believed to be reliable. But *Waste News* does not guarantee the accuracy, completeness and timeliness of the



In the Exhibit Hall, exhibitors worked one-on-one with employee services managers to customize orders and focus on quality service.

Racing For Success

NESRA's 1998 National Conference & Exhibit Wrapup



NESRA's new exhibit booth focused on providing service to its members, featuring NESRA Select, http://www.nesra.org, and Employee Preferred, the insurance program.

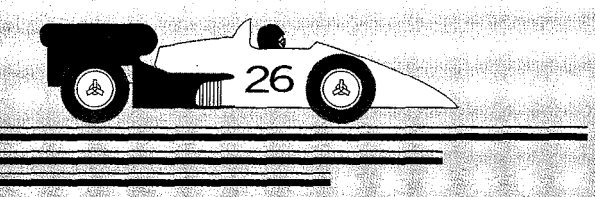


NESRA President Phil Hall, CESRA, (top center) posed with NESRA Past Presidents (top row, left to right) Roy McClure, CESRA; Dick Brown, CESRA; Phil Hall, CESRA; Bob Crunstedt, CESRA; John Felak, CESRA; (bottom row, left to right) Scott Baker, CESRA; Phyllis Smith, CESRA; Gloria Roque, RVESRA; Beverly Weiss, CESRA and Ralph Ferrara, CESRA.

Conference attendees got ready to "start their engines" during NESRA's 57th Annual Conference and Exhibit's Opening Session, which donned a racing car theme with two colorful race cars displayed at the rear of the room. Delegates heard the rumbling of racing engines as Conference Chair Dave Bell trotted around the room waving a green flag that signaled the start of the conference. Bell welcomed attendees and encouraged them to get ready for NESRA's Conference, jam-packed with ideas, trends and innovation.

Many of the conference sessions taught employee services managers to reenergize and motivate their volunteers and employees. Attendees were ready to learn new ideas and concepts implemented by other employee services practitioners. Information-seekers kept their ears and eyes open, and their pens ready, when their fellow members boasted about new programming ideas or technological concepts. It was apparent that these members wanted to take home as many ideas as possible and network with their peers.

Michael Scott, Empowerment Unlimited, Inc., who demonstrated how to "Get The Most From Your Conference Experience," warmly welcomed new attendees. The session



by Renee Mula



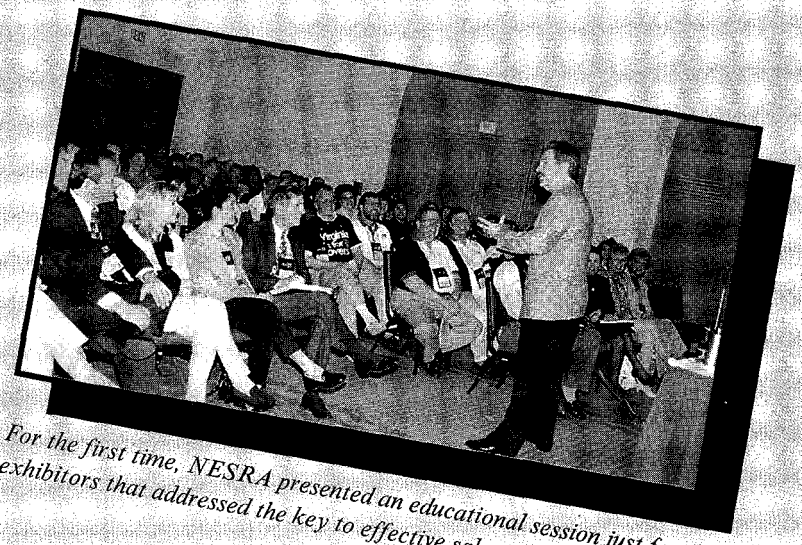
Conference Chair Dave Bell signaled attendees to "start their engines" for an intense learning experience at the opening session.

provided useful tips on how to maximize networking, educational sessions and Exhibit Hall opportunities. This session started new attendees' wheels rolling for the conference.

The Exhibitors' Orientation was an upbeat and entertaining look at creativity and job satisfaction. An attentive audience listened as Jeffrey Tobe illustrated "Coloring Outside The Lines[sm]." He taught exhibitors how to take advantage of the "creative giant within all of us" and differentiate your service, your product and yourself from the competition.

NESRA honored "the best of the best" at the Member Appreciation Luncheon Awards Presentation on Thursday morning. NESRA's 1998 Employer of the Year, Memphis Light, Gas and Water Division President and CEO Herman Morris Jr., set a tone of pride and promise for the employee services field during his acceptance speech. The association also paid tribute to the 1997 President Beverly Weiss, CESRA, and awarded various NESRA members for their Excellence In Employee Services, Creative Chapter Programs, New Certifications, Exhibitor Longevity and Foundation Donations.

On Friday, the Exhibit Hall opened with a big bang. The Mystic Sheiks of Morocco banged their drums and



For the first time, NESRA presented an educational session just for exhibitors that addressed the key to effective sales.



In the session FUNd-raising the Disneyland Way participants were linked with peers to complete a treasure hunt illustrating an event that can be used to generate revenue.





(top left) Employee Store managers identified trends in employee stores and created additional networking opportunities for themselves.

(top right) At the Employee Services, Fitness and Recreation Strategy Exchange small groups shared ideas on a total of 15 employee services topics. Here participants addressed employee recognition programs.



NESRA of New York delegates and their friends gathered for a group photo showing everyone they know how to "hang loose."



Ruth Sragner of Creative Internet Applications showed chapter leaders how they can get their chapter's website linked to the NESRA website.

sported colorful outfits, as they led the conference attendees from the Member Appreciation Luncheon into the Exhibit Hall. Delegates strolled around the Exhibit Hall, gathering promotions, discounts and new services, which they could take home to present to coworkers. Attendees had the options of putting a "hole in one" at the American Family Day booth, taking home a few dollars in Picnics, Parties and Promotions' money machine or voicing their opinion at NESRA's computerized opinion survey. Other attendees put on headphones and enjoyed the tranquil music of The Direct Company's CD and audio tape display. All in all, this year's Exhibit Hall was a great place to see, try and discuss new products and services.

The evening functions brought forth the fun in everyone. Beginning with the All-Attendee Reception, held poolside at the Coronado Springs Resort's Mayan Dig Site, NESRA members chitchatted and tapped their feet to the sounds of Mike Meridith and his howling guitar.

On Thursday, members were welcomed to Universal Studios Florida by a New York street party and a huge movie sign announcing NESRA's arrival. They enjoyed a DJ., danced with characters and tasted a

variety of barbecued food. Next, it was time to brave the Twister attraction. Attendees held on for their lives, as whirling winds and water shook them up.

NESRA members ended Friday's busy schedule with a big beach bash at Disney's Typhoon Lagoon. Attendees kicked off their shoes and stomped around in the sand as "Beachhead" Sandy hosted games and dancing for everyone. Others relaxed in beach chairs and enjoyed a hot dog and hamburger cookout.

Shamu the whale welcomed attendees at Saturday's evening function, where guests enjoyed a private showing of "Shamu Rocks America" at Sea World of Florida. Everyone joked and laughed as they saw their fellow NESRA members' images projected onto a large video screen, when they least expected it! After Shamu's show, attendees made the Journey to Atlantis, as they plunged down a huge drop and got just a little wet.

It was time for good-byes and giveaways at the Closing Brunch, where guests joined in on a live auction benefiting NESRA's Education and Research Foundation, a 50/50 raffle and door prizes. Winners received travel certificates, sports items, gift baskets, jewelry and much more.

With enthusiasm, energy and motivation in the air, NESRA's 57th Annual Conference and Exhibit served its members by bringing new ideas, wisdom and benchmarking opportunities to the starting line. Now, it is up to the members to take the information and run with it. Ready, set, go!



NESRA Select members exclusively focused on Linking Employee Services to Strategic Work/Life Goals and identified trends in Employee Services 2000.



At Universal Studios Florida, Scooby Doo and Yogi Bear mingle with NESRA friends.



Attendees waved to their friends standing on a nearby bridge armed with water guns as they began their "Journey to Atlantis" during evening festivities sponsored by Sea World of Florida.

Conference photos sponsored by Fujicolor Photo Service, Inc. Visit them on their website at http://www.nesra.org/fujiphotofinishing/index.htm

Joining NESRA Select Can Give You The Answers You Need

NESRA Select is an incredible networking opportunity for individuals with the similar interest of moving the profession forward by integrating the 10 components of the NESRA Employee Services Umbrella, which have become an integral part of defining the employee services field.

The means of networking and benchmarking will include access to an extensive database. To create this database, NESRA Select Members must invest about two hours, oftentimes less, of their time completing a NESRA Select Profile. As completed profiles are submitted to NESRA Headquarters and processed, NESRA Select Members will be able to see what type of facilities, practices and procedures fellow NESRA Select Members manage. Imagine how many phone calls, and perhaps site visits, this database can save you. Instead of calling a list of members to locate those that plan back-up childcare programs, you will be able to go on NESRA's website, http://www.nesra.org to the NESRA Select section and search for companies that offer this service. Then you will be able to e-mail appropriate members your questions.

Here's a sample of what a database of completed profiles can provide you if you join NESRA Select and make the commitment to employee services by completing your profile.

Employee Services Departments

- How many members have employee associations?
- What is the operating budgets of employee services departments?
- How are departments funded? What percentage is company subsidized?

Recreation Activities

- What recreation activities are most popular?
- Which companies have special interest clubs and what are they?
- Who is eligible to use facilities—employees, employees' families, retirees?

Employee Store

- What are the operating hours of other stores?
- Is the store outsourced or part of employee services?
- What point-of-purchasing software is used?
- What is the average markup on merchandise?
- What are gross sales?

United Way

- Who manages this program in a company?
- How much time is dedicated to it?
- How do others raise funds?

Discounts

- What are the most popular discounts?
- What are others' income and expenses?
- How many dollars do NESRA members save employees?

Dependent Care

The NESRA Select profile separates dependent care into childcare and eldercare.

- What programs do companies offer?
- How many employees use these programs?
- Who pays for dependent care programs?
- What are the income and expenses for these programs?

Health Promotion/Personal Developme

- What programs are drawing participation?
- What facilities and equipment do companies have?
- What type of personal development programs are being offered?
- How are speakers obtained for lunchtime seminars?

Service Awards

- What are the number of years employees are recognized for their commitment to the company?
- How many banquets do NESRA Select members plan per year, what is the average attendance?
- What type of awards are given, what is the criteria used to recog nize employees?

THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION INVITES YOU TO JOIN A NEW MEMBERSHIP CATEGORY NESRA SELECT

A Commitment to Professional Development

Blood Drives
- What are the expenses of the program?
- What incentives are used to recruit volunteers and donors?
- How many pints of blood were donated in the last year?

Travel Program
- What are the most popular destinations for group and individual travel?
- How extensive are group travel programs?

Special Events
- Which one-time social/cultural event do NESRA Select members hold each year?
- How are events funded?
- What are revenues and expenses for such programs?

The NESRA Select Profile is an in-depth survey about members' programs and what they offer their employees. NESRA is working to make this accessible to all NESRA Select members on the Internet for resource information, networking and benchmarking purposes.

If you have any questions regarding NESRA Select, please contact Ronda Feeley, at NESRA Headquarters, (630) 368-1280.

NESRA SELECT APPLICATION

Please fill out the information below. Upon receipt of this application and your check, a Member Profile will be sent to you for completion. Your membership will be activated when your completed Member Profile is received.

Annual Investment: $300

❑ **Yes: Enroll me in NESRA Select and send me the Member Profile**

Name_____ **Title**_____

Company_____

Address_____

City_____ **State**__ **Zip+4**_____

Phone (___)_____ **FAX (___)**_____

E-Mail_____

Number of Employees_____

❑ **Payment enclosed** ❑ **Please Invoice**

I understand my membership will become activated when NESRA receives my completed Member Profile.

_____

Signature **Date**

Congratulations!

Congratulations to the following members who passed their CESRA/ RVESRA certification examinations. They were honored, along with additional CESRAs/ RVESRAs at Disney's Coronado Springs Resort, Lake Buena Vista, FL on May 1, 1998.

CESRAs

- **Jeanie Calvin**, SEA division coordinator, Safeway Employees Assn., Bellevue, IL.
- **Peggy Fink**, E.A.C. coordinator, Mitsubishi Motor Manufacturing, Normal, IL.
- **Roger Lancaster**, general manager, USDA Employee Svcs. & Rec. Assoc., Washington, D.C.
- **Barbara Spurlock**, E.R.A. Supervisor, York Health System,York, PA.
- **Nancy Walter**, vice president/manager, Bank of America, Pleasant Hill, CA.

RVESRAs

- **Steve Cole**, service operator/job scheduler, PSEA of PG&E, Stockton, CA.
- **Kim Crookston**, engineering specialist, HR Textron Inc., Valencia, CA.

NESRA's Board Plans Future

During NESRA's 57th Annual Conference and Exhibit, April 29 - May 3, 1998 at Disney's Coronado Springs Resort, Lake Buena Vista, FL, the NESRA Board of Directors met to discuss ways to increase National Associate membership, the awards program, chapter issues, a membership drive and a host of other future topics. A brief review of the Board's meeting follows.

The Associate Relations Committee, chaired by **Tom Kearns**, The Selling Edge, suggested NESRA investigate exhibiting at The Society of Human Resource Managers' show for five years to recruit more organization members.

This committee requested that the board issue a policy stating that children under 16 are not allowed in the Exhibit Hall. The committee is also planning to conduct a telephone survey to fellow National Associates who have discontinued membership to find out the reasons and to determine a solution.

The Awards Committee, chaired by **John Rath, CESRA**, Frito-Lay, Inc. will solicit feedback from this year's award winners regarding the award entry procedure. Call for entries materials will be sent to NESRA members in the Fall of 1998 for the 1999 Awards Program.

In the Certification Committee Chair **Mickey Alderman's, CESRA**, City of Clawson, absence, **Ronda Feeley, NESRA Headquarters,** reported many delegates stopped at the NESRA booth during the conference to discuss the Certified Employee Services and Recreation Administrator (CESRA) and Recognized Volunteer Employee Services and Recreation Administrator (RVESRA) program and obtain applications. The committee will review the exams and make appropriate changes, discuss the possibility of requiring continuing education requirements for those already certified and evaluate a dues structure.

The Chapter Relations Committee, led by **Cindy Jameson, CESRA**, Time Warner, Inc., had surveyed NESRA chapters regarding how they recruit and retain members. The results indicate chapters need assistance with recruiting and retaining members. The committee recommends each chapter develop a mentoring program within itself to help its membership. The committee is also working on a mentoring program between chapters. Chapters will be paired up with each other for additional learning and resources.

Roger Lancaster, CESRA, USDA Employee Services & Recreation Association, and the Employee Store Committee reported on the recommendation for excellent sessions geared for employee store managers at the Annual Conference. Employee store managers want to share ideas and information with their peers and help to increase their knowledge.

The Fitness Health Committee, chaired by **David Dale, CESRA**, Ashland Inc., will seek out more health promotion benefits research for NESRA to publish. The committee continues to seek a partnership with a related association for NESRA. At next year's conference, the committee will organize a fitness activity during the body of the conference schedule, rather than in the early morning hours.

The Membership Committee, chaired by **Gloria Roque, RVESRA**, ABC, Inc., developed a task force to attract both general and chapter members. A membership drive will also target large companies with several locations to entice employee services providers from each location to join.

The Nominating Committee, led by **Beverly Weiss, CESRA**, Botsford General Hospital, reviewed positions open and candidates submitted by Board Members. The following positions are open: President Elect, three Directors at Large, and Associate Member Representative.

The Policy Committee, chaired by **Brenda Robbins, CESRA**, Southwest Research Institute, will review NESRA's bylaws for recommended changes. A motion was unanimously passed

Continued on page 25

NESRA's Board *(Continued from page 24)*

that all future conference sites will be selected based on popular destination cities whether or not there are chapters in these areas.

The Public Relations committee, chaired by **Mary Lou Panzano, RVESRA**, The Prudential, reviewed scheduled public relations campaigns, changing the tagline for NESRA and the need to update the existing NESRA video.

The Research Committee, chaired by **Pam Tessitore, CESRA**, M & I Thunderbird Bank, is reviewing a proposal from Joe Bannon, Ph.D., Management Learning Labs, to publish a textbook instructing college students on how to implement employee services programs.

The Strategic Planning Committee, chaired by **Bud Fishback, CESRA**, The Boeing Company, recommended that National Directors address the following issues at regional council meetings: 1.) Gauge interest in NESRA Select, 2.) Assess whether NESRA should approach a name change process, 3.) Solicit suggestions for NESRA's website and 4.) Discuss what role NESRA should take in work/life issues. Chapter focus groups will be formed to address these issues.

Chair of the Technology Committee **Roger Lancaster, CESRA**, says that the NESRA website is up and ready for chapter sites. Lancaster is preparing a skeleton chapter site for development use. It's recommended that chapters develop sites as soon as possible even if it is just a generic one.

Who Would You Recommend?

You can help make next year's conference a success. Refer us to speakers you think would enhance NESRA's conference. We are looking for motivational messages, workplace trends and trends in recreation. Of course, we also want to hear about peers that have exceptional approaches to employee services programs. Call or send a fax to Ronda Feeley at NESRA Headquarters and give her the names and phone numbers of the speakers you would recommend.

This year's Exhibit Hall at the conference featured about 60 percent of new exhibitors. We want to continue to bring you suppliers with innovative products and services. Tell us who you think should be in the Exhibit Hall. Call Chuck Bashian at (800) 335-7500 with the potential exhibitor's name and phone number or fax it to (216) 349-3447.

NESRA's 58th Annual Conference & Exhibit will take place April 25-29, 1999 at The Rio Suite Hotel & Casino, Las Vegas, NV.

Calendar

September 10-13, 1998—NESRA Western Region Conference & Exhibit, Palm Springs, CA. Hosted by Associated Industrial Recreation Council.

April 25-29, 1999—NESRA's 58th Annual Conference & Exhibit, The Rio Suite Hotel & Casino, Las Vegas, NV.

Nominate Your CEO

Get your company recognized as an "Employer of Choice." Nominate your CEO as NESRA's Employer of the Year. NESRA Headquarters is now accepting nominations for the 1999 Employer of the Year Award. Any organizational member may submit his/her Chief Executive Officer (CEO) for nomination by December 1, 1998. We plan this far in advance so the winner may be notified and his/her schedule cleared for acceptance at the Member Appreciation Luncheon, which will be held on April 27, 1999 during NESRA's 58th Annual Conference and Exhibit, April 25-29, 1999 at The Rio Suite Hotel & Casino, Las Vegas, NV. Send nominations to NESRA Headquarters, Attn: Employer of the Year.

The criteria for judging entries:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the employee services program.
- S/he must have made statements regarding why and to what extent s/he supports the program.
- The CEO's justification of how employee services is important to the productivity and morale of his/her workforce will be considered.
- The CEO has a reasonable chance of accepting the award in person, i.e., his/her schedule is clear at the time the nomination is submitted to accept the award at the conference.

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Editor/Production: Karen G. Beagley

Foundation Raises Funds for Future Research

At the Closing Brunch at NESRA's 57th Annual Conference and Exhibit, Becky Reynolds won half of the $1,210 dollars collected during the 50/50 Raffle coordinated by **Mary Ann Larkin, CESRA** and **Ester Quinn, RVESRA**. Bidders raised their hands for autographed sports items and more during the NESRA Education and Research Foundation Live Auction with **Chuck Bouchard** as auctioneer and **Betty Atchison-Bair, CESRA**, as coordinator. Both the Silent and Live Auctions raised $3,933.

Tom Kearns Associate Member Representative discussed his strategy to identify National Associate Members that are willing to become a partner of the Foundation by donating a portion of their NESRA sales to the foundation.

There will be three trustee positions opened in January of 1999.

Member News

The Boeing Co., Seattle, WA, has been recognized for its support of Puget Sound Blood Center by the association of independent blood banks, America's Blood Centers (ABC). Boeing sponsors at least 200 blood drives annually with Puget Sound Blood Center. In 1997, more than 11,000 pints of blood were donated at these workplace blood drives to support Western Washington hospitals.

NESRA Past President Randy Schools, CESRA, CAE, president and CEO of the Recreation and Welfare Assn., Bethesda, MD, organized a free night at the Barnum and Bailey Circus for needy children in the Washington area. Ticket proceeds were contributed to a local charity house and youth organization. Schools is also president of the Greater Washington Society of Association Executives.

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Technology: Is It A Help Or Hindrance In Creating A More Balanced Lifestyle?

By Michael Scott

The Director of Finance spends much of his work time worrying about his father who is gravely ill at the nursing home. The receptionist at the front desk is concerned about her daughter who isn't feeling well and may have to be picked up from the childcare center. The purchasing assistant is having a difficult time adjusting to her son being off to college and is particularly worried about whether he will call regularly.

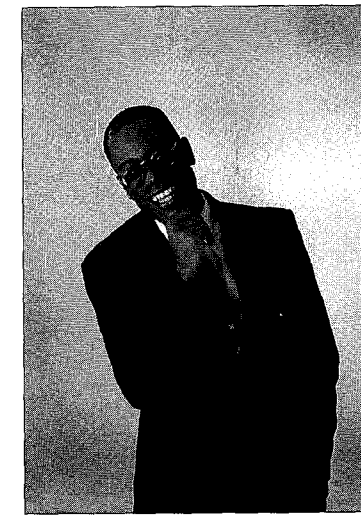
These are just a few examples of work/life situations that you may have encountered at your organization. Their effect on the overall productivity and stress levels can be enormous. Listen to these statistics from the New York based Family and Work Institute.

- 87 percent of the U.S. workforce has some day-to-day family responsibility that could impact their jobs.
- Employee personal problems cost U.S. industry $137.6 billion each year.
- Employees with work/life conflicts are three times as likely to consider quitting their jobs.

How do you address these challenges in your role as an employee services professional? One window of opportunity that I challenge you to explore is the booming area of technology. There are tons of technology related discount programs that you can offer to your staff, that when used innovatively, could greatly enhance the quality of life of your workforce. Looking for some examples? Here are a few to chew on.

- **1-800 Numbers**: I got this idea from a participant in one of my recent work/life seminars. She and her husband set up an 800 number at home so their two sons, who were away at college, didn't have any excuse for not calling home regularly. What a great idea! Particularly when you can offer a discount package to your employees through a long distance provider at as low as 14 cents a minute.
- **Beepers**: These work great for those busy fathers and mothers on the run who may be concerned about last minute emergencies with a kid at the childcare center or family member in a nursing home.
- **Portable Phones**: The Personal Communications Association now estimates that a whopping 19.3 million Americans have portable phones. Why not offer phones and call plans to your workforce through your employee store? What a useful tool these have become when a parent is caught in traffic on the way to the babysitter or perhaps needs to call home while racing through the aisles at the grocery store.
- **On-Line Banking**: Futurists tell us that most people will do the brunt of their financial business transactions on

(Continued on page 33)



Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

Those With the Best Information Win:

POS software that brings them back again and again!

by Jan Ciuciura

It costs five times more to get a new customer into your store to make a purchase than it costs to get an existing customer to return. Or is it three times more, or 10 times more?

Regardless, advertising is expensive and results are difficult to measure. If it does not make the "till" ring the promotion is a "bust." Eight out of 10 specialty retailers I talk to maintain some sort of customer list; for some it's a box of business cards, for others it is a sophisticated computer filing system. Whether or not they allocate a lot of resources maintaining these files, I find the majority of retailers are using only a small portion of what these lists have to offer.

To maximize your return on a customer mail list one has to know more than just the name, address and phone number. To collect more information, a point-of-sale system with customer database software is required.

Knowing who bought what when and being able to sort and inquire based on this, is powerful information. In the retail game, those with the best information win.

Some of the better database systems can answer the following queries:

- What regular customers have not been in the store in the last six months?
- Who have been our best customers over the last three years? Total purchases? Gross margin?
- Who buys only when we have a sale?
- Who is a fan of brand "X"?
- Who purchased item "XXX" last season?
- Who has a birthday this month? What is his/her spouse's name?
- What items has customer "X" purchased in the last year? What size do they wear? What is their favorite color?
- Who is that person who just walked in the store?
- Is there validation of returned merchandise with no receipt?
- Can you track gift registries?
- Do you have the ability to list customers who purchased one item but not a related item?
- Can you maintain a frequent buyer/points program?
- Are you able to track employee discounts and purchases?
- Do you know which customers do not want promotional mailings sent to them?
- Can you maintain charge accounts, mail order or wholesale customers?

Applications for the Software

The best way to obtain such information is to capture it at point of sale and store it on a customer database. Therefore a retail information system with a computerized point-of-sale terminal is required. In the last three years hardware costs have decreased and software functionality has increased greatly.

Keeping customers at the cash register while sales clerks practice typing skills can be a problem. Once a customer is "in the system" subsequent trips to the register are much

quicker. Having customers complete an address card while the sale is being processed and entering information later is an option to consider during busy times.

We have to give our customers a reason to buy. Stimulating that reason through telephone or mail contact is cheaper and far more effective than another newspaper ad. Mailing a free gift certificate to your 50 best customers thanking them for their past patronage can be done for under $50. Make sure that your "off-price" customers see the ad for the semi-annual sale; why not mail them a copy of it?

If some of your suppliers have extra trade catalogs or great color photos of their product line, use them in your mailing: customers will be impressed at your professional four-color material. Maintaining personal client lists by sales associate is much easier, since all their purchases are recorded in their personal file. You know what they purchased when and therefore, it is easy to notify them of new arrivals, and discuss with them their past purchases, or even help their spouses in gift selections.

Customer loyalty programs can be very effective and easy to administer with the appropriate software. One of the most effective programs I have come across is from a small three store fashion retailer that gives 10 percent of all purchases made, in "bonus credits" that can be redeemed on anything in the store. Customers get $5 for registering, no identification cards are necessary, and everything is tracked through the POS system. No paper changes hands and purchases from any of the three stores are updated daily, therefore redemptions and purchases can be made at any location.

A "regular-price" customer for some retailers is rare. These people buy at full retail and purchase early in the season and may not want to know the item they purchased last week is now marked down. Make sure your direct mail campaigns omit these people from the mail list.

Knowing who purchased a certain item but not a related item, can be valuable information to some retailers. Conversely knowing what related items "piggyback" on the sale of certain products can help build more effective promotions. For example, an analysis of a back-to-school campaign by a junior department store showed that 85 percent of the customers who purchased the promotional jeans (loss leader) bought nothing else. This long-running promotion was thought to be a success until such analysis proved otherwise. Now margins for subsequent promotions are slowly increasing through promoting products that have a strong "drag" effect.

Conclusion

Successful retailing is all about building a relationship with customers. The more we know about them the better we serve them. The better we serve them the more loyal they become. Those with the best information win.

For a free listing of North American supported retail information software and point-of-sale vendors, contact Jan Ciuciura, president of Sussex Retail, e-mail: jan@sussexretail.com. You can also make your retail business more successful by subscribing to free e-mail "Retail Success Tips" at http://wwwsussexretail.com/subscribetips.htm



Help kids breathe easier

More than 17 million American children live every day with breathing disorders such as asthma. Unfortunately, high levels of air pollution — both indoors and out — can make these problems worse.

SUPPORT CLEAN AIR MONTH

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For more information, call 1-800-LUNG-USA

Buyer's Guide Update

Take a look at these new National Associate Members.

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10577 C. Rocket Blvd.
Orlando, FL 32824
(407) 856-3866
(407) 438-4197 FAX
Website:
www.absoluteamusements.com
Contact: Rick Cameron

Absolute Amusements Rental provides the latest interactive games from virtual reality to moon walks for your company picnics and parties. We have great ideas on creating an event that will be fun for people of all ages. Call our expert customer service staff.

All American Golf, Inc.

112 E. Van Buren
Joliet, IL 60432
(815) 726-0500
(815) 726-0544 FAX
E-Mail: ylkgolf@aol.com
Contact: Edward Rhee

All American Golf, Inc. is a manufacturer of golf bags, clubs and accessories. The company has served golf industries for over 20 years and specializes in corporate promotions and incentives. NESRA members will receive a 30 percent discount.

American Book Display

7373 N. Cicero Ave.
Lincolnwood, IL 60646
(847) 329-4440
(847) 329-4443 FAX
Contact: Bob Schmieder

American Book Display exhibits premium quality gift books at up to 70 percent off suggested retail prices. Our 200 plus titles include cookbooks, children's, gardening, family medical, auto, sports, etc. We promote corporate employee events and fund-raising programs.

Brainstorm Cafe

P.O. Box 1771
Gatlinburg, TN 37738
(423) 430-5563
(423) 430-7852 FAX
E-Mail: don@brainstormcafe.com
Contact: Don Mack

Our philosophy: "The best way to have a good idea is to have a lot of them." Brainstorm Cafe Design & Marketing Support believes in simple, effective marketing programs and strategies based on creative, loyalty-building consumer positioning.

Cape Canaveral Cruise Line

7099 N. Atlantic Ave.
Cape Canaveral, FL 32920
(800) 910-SHIP (Reserv.)
(888) 910-PORT (Groups)
(407) 783-4052 x4602
(407) 783-4120 FAX
E-Mail:
saraho@capecanaveralcruise.com
Contact: Sarah O'Shea

Escape to cool ocean breezes on Cape Canaveral Cruise Line's Classic Bahamas and Key West cruise. Experience our warm personal service and all the magic of a 2- or 4-night cruise. NESRA member rates start at $219 per person for the 2-night cruise and $349 per person for the 4-night cruise. Use Booking Code DCI98.

Golden Getaways Inc.

4699 Harrison Blvd., Ste. 301
Ogden, UT 84403
(801) 476-7474
(801) 476-7575 FAX
Contact: Don McKay

Golden Getaways provides vacation packages to large companies at zero cost. The program enables your employees to purchase deluxe vacation packages at lower prices than what travel agencies offer. This program can be a valuable addition to "company employee benefits."

Harrah's Laughlin Casino & Hotel

2900 S. Casino Dr.
Laughlin, NV 89029
(800) 447-8700 (Reserv.)
(702) 298-4600
(702) 298-6855 FAX
E-Mail:
gshimpa@laughlin.harrahs.com
Contact: Gina Shimpa

A private, soft sand beach, six restaurants, health club and top-name entertainment are just a few of the amenities that make Harrah's Laughlin Casino & Hotel the premier resort and the best value on the Colorado River. Two award-winning casinos (one for nonsmokers) and the ultimate player reward program: Harrah's Total Gold. The 1,600 room hotel features river-view rooms and suites. NESRA discounted rates are available.

Image Network

410 S. First St.
San Jose, CA 95113
(408) 278-0478
(408) 278-0474 FAX
E-Mail:
arnoldm@imagenetwork.com
Contact: Arnold Maler

Image Network has been a distributor of promotional merchandise for the past ten years and has provided logo merchandise catalogs for eight years. To facilitate global employee services needs, Image Network now has electronic shopping cart style catalogs with flexible service offerings.

InnSuites Hotels

7555 Beach Blvd.
Buena Park, CA 90620
(714) 522-7360
(714) 523-2883 FAX
Contact: Arlene Jones

InnSuites Hotels has 185 suites and it is just minutes from Disneyland and one block from Knott's Berry Farm. Accommodations include a free, full buffet breakfast and Wednesday night barbecue, plus a microwave, refrigerator, hair dryer, coffeemaker and teamaker in each room. The special rate for July-August is $69 and September-June is $49. Two-room family suites and whirlpool suites are available.

L'Adore Fine Fragrances Inc.

5 Lunau Lane
Thornhill, Ontario, Canada L3T5N1
(905) 886-8790
(905) 882-7835 FAX
E-Mail: samf@netcom.ca
Contact: Sam Fleiser

L'Adore offers exclusive European fragrances that are leading world class brands in Europe but not available in any retail stores. NESRA members receive discounts of up to 40 percent.

Long Beach Area Convention & Visitors Bureau

One World Trade Center
Suite 300
Long Beach, CA 90831-0300
(800) 4LB-STAY
(562) 435-5653 FAX
E-Mail: golongbeachCVB.org
Contact: Barry Waxberg

Long Beach has 5 1/2 miles of Pacific Ocean beachfront with first-class hotel accommodations, eclectic shopping and dining, and a free shuttle service in the downtown beach area. Long Beach is home to the Queen Mary, Aquarium Of The Pacific and the Russian submarine 'Scorpion.' Call the Bureau for group discounts.

Outrigger Beach Resort

6200 Estero Blvd.
Ft. Myers Beach, FL 33931
(800) 749-3131
(941) 463-3131
(941) 463-6577 FAX
E-Mail: sales@outriggerfmb.com
Contact: Jeanne Bigos

Outrigger Beach Resort is a family friendly Fort Myers beachfront resort! Great fun, lots of sun; all served with a smile and a 25 percent discount for NESRA members. Includes full resort amenities and it is close to golf, fishing, shopping and attractions. Call for details.

Philips Consumer Communications

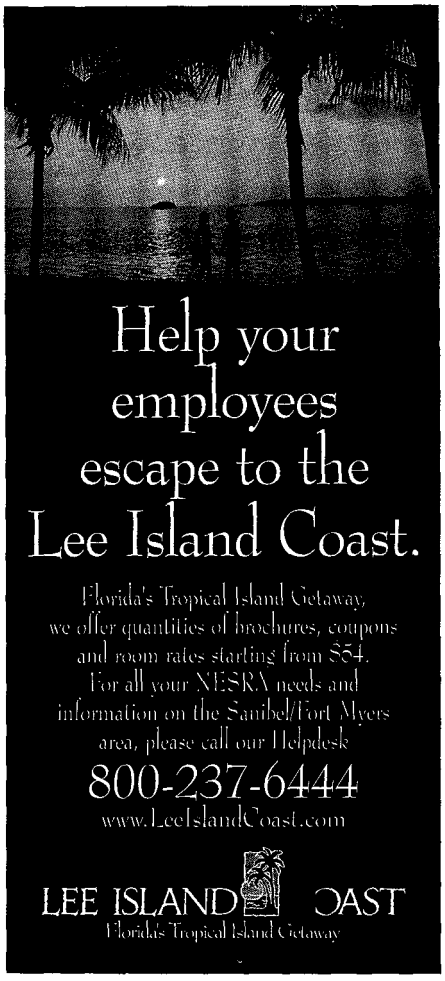
RM NEC 11 5
5 Woodhollow Rd.
Parsippany, NJ 07054
(973) 581-4667
(973) 581-3105 FAX
E-Mail: ihullett@cp.lucent.com
Contact: Ivan Hullett

Great news regarding AT&T/Lucent/ Philips branded telephone and electronic products (TVs, VCRs, phones) at a remarkably discounted employee price. Call or e-mail to take advantage of this offer and receive additional information.

Prestige Advantage Associates, Inc.

10462 W. Atlantic Blvd.
Coral Springs, FL 33071
(800) 344-0176
(954) 344-0150
(954) 344-0153 FAX
Contact: Shannon Richards

Free of charge to you and your employees, the Prestige Advantage Card gives employees of large corporations, federal agencies and hospitals the advantage of receiving discounts from their local retail stores, professionals and services. We offer the local vendors the prestige of advertising to a corporation with many well-respected employees.



Quantum Travelnet

300 Route 70 West
Cherry Hill, NJ 08002
(609) 795-3400
(609) 354-9732 FAX
Contact: Peter Gualtieri

Quantum Travelnet is a group travel company specializing in cruise and tour packages encompassing a wide variety of destinations worldwide. NESRA members will receive a significant savings on any of these trips. Our in-house print and video production facility provides professional and effective promotional support.

The Resort At Stallion Springs

P.O. Box 1497
Tehachapi, CA 93581
(805) 822-5581
(805) 822-4055 FAX
Orange County Office:
(714) 761-5509 (Contact number)
(714) 761-7949 FAX
Contact: Beverly Lukens

An "OUT OF THE CITY, OUT OF THE ORDINARY" resort with exceptional golf, tennis, recreational and conference facilities. Located a short two-hour drive from Los Angeles, very affordable rates makes this resort perfect for getting away, meetings and reunions.

Right 4 You, Inc.

245 Riviera Dr.
Unit 8
Markham, Ontario, Canada L3R5J9
(905) 415-0055 ext. 11
(905) 415-7667 FAX
E-Mail: Ethan@Right4You.com
Contact: Ethan Kalef

Right 4 You, Inc. offers all natural health and beauty care products, antibacterial products and gift sets.

World Galleries

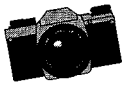
P.O. Box 680312
Houston, TX 77268
(281) 444-7249
(281) 444-6576 FAX
E-Mail: MOSGO@aol.com
Contact: Maria Sirgo

World Galleries offers women's, men's and children's handcrafted sterling silver jewelry with inlaid semi-precious stones that include Lapis, Lazuli, Malachite, Turquoise, Obsidian and many more.

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8831 Aviation Blvd.
Inglewood, CA 90301
(310) 649-3820 x170
(310) 649-2118 FAX
Contact: David Holm

YMT Vacations brings 30 years of experience with escorted, full service vacations at "Factory Direct" prices: Hawaii, four islands, 15 days, $1,649 complete. Group promotion incentives include a free tour with nine packages, $15 - $150 per person promotion allowance, plus much more.



YOU OUGHT TO BE IN PICTURES



NESRA members have outstanding ES&R programs and* Employee Services Management *would like to feature more photos of you and your programs.

Each month we will request photos related to a specific employee services topic, so watch for the topics that will showcase your department's programs and send in your photos. You just might find your company in the next issue of *Employee Services Management*!

This month's photo category: **Dependent Care**

Rules & Requirements:

- Affix a label on the back of each photo with your name, company, address, phone number and a one sentence caption describing the photo.
- Please do not write on the back of the photo with ball point pen or pencil.
- All photos should be clear and focused.
- All photo sizes are welcomed.
- Photos can be color or black and white.
- Photo negatives are not needed.
- Do not paper clip photos.

Please send photos to: Renee Mula, NESRA Headquarters
2211 York Rd., Ste. 207, Oak Brook, IL 60523

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Secret #6: Answer e-mail promptly.

"If you don't check your e-mail on a daily basis, you are like someone who is out fishing and doesn't watch the bobber," says Knight. "We have learned that if you don't respond within 48 hours, you won't get the business.

In the signature block of each message, include an invitation to subscribe to your electronic newsletter.

Bonus tip: Start a network of websites hosted by other businesses in your town. Each site can post the statement "We're part of the Anytown Network!" and provide links to the others.

Secret #7: Survey your customers.

Get important marketing information about your customers by including a registration form that gathers information about people's interests, needs and demographics.

"A short 'how are we doing?' survey can go a long way toward establishing a conversation with your customers," says Steve Runfeldt, vice president of research at CustomerSat.com, an internet research consulting firm in Pine Lake, GA. "In order to find out why customers came and what will make them come back, you need to ask them. That's where surveys come in."

Traditional market research is often cost prohibitive for small businesses. A typical telephone survey might cost $50,000 to conduct. (Just think of the cost of paying someone to make 1,000 phone calls!) Internet market research is much more cost effective. A comparable survey, complete with online results and printed reports might cost $5,000 or less. Of course, additional bells and whistles add to the cost, but we are still talking about a 90 percent savings over traditional methods.

Bonus tip: Send a free discount coupon to everyone who fills out the survey.

With computers becoming faster and easier to use, more people will be going online in 1998. They will expect you to have a World Wide Web presence. Be ready for them! Turn your website into a gold mine by following the tips in this article. There is a new frontier of profit out there for smart prospectors who keep customers' needs in mind.

Phillip M. Perry is a business writer based in New York City and a nationally syndicated columnist. He can be reached at (212) 274-8694, FAX (212) 226-5580 or e-mail him at phil@pmperry.com.

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computers, such as paying bills, check book balancing and buying stocks. You may find it beneficial to set up dedicated computers in, say, a cyber cafe that allow staff to handle their banking and on-line needs before and after work, and during breaks.

- **Smart Card**: This emerging technology, which involves the use of one card to capture medical data, inventory of groceries at home, airline travel records, and other convenience information is in its infancy stage. However, it holds enormous possibilities for users in their efforts to manage the details of their lives effectively.

Conclusion

So, despite all of what we're hearing about technology making our lives more complicated, I believe that it's your role as an employee services professional to talk up the benefits. Through your efforts to offer them these and related services, as well as educating them on their effective use, you play a valuable role in helping your workforce save time, relieve their worries, and enhance the overall quality of their lives.

(continued from page 36)

- **Take advantage of new web phenomena called "associate programs."** Here is how they work. First, locate websites with interesting materials on topics important to your customers. Then, invite the owners of those sites to place links to your site. Pay the "associates" a commission for every sale you make as a result of a customer clicking from their site to yours.
- **Have an employee participate in relevant Internet news groups.** Include your website address in the signature block of your messages.

Direct mail is an especially effective way to promote your site, particularly if you target individuals who have already visited. Send promotional postcards to your regular mailing list. Describe a new feature on your website, then invite recipients to visit for the latest details.

Bonus tip: Invite visitors to sign up for a twice monthly e-mail announcement about new products, services and promotions at your business and website.

Secret #3: Offer vital information.

"Content is the number one element of success for a website," says Dave Fricke, president of SouthWind Enterprises, Kenosha, WI. "You may lure customers to your site with cross marketing—but what is their reason for staying?" The answer is helpful information they cannot get elsewhere.

Information attracts web surfers like a flower lures bees. If you keep in mind that the favorite activity of surfers is information gathering, not shopping, you will see your challenge: Keep visitors glued to your site with solid information. Then stimulate them to buy with details on how what you offer can solve their problems.

Examples of what web surfers like include the following: descriptions of new merchandise and services, and instructions for using and maintaining them; insights into issues that are in the news; and answers to frequently asked questions.

To enhance the rewards and to encourage a sense of entitlement by regular customers, some websites include an area that only members can get into. Customers who sign up as members get passwords. In return, they get exclusive information, discounts, premiums and invitations to exclusive events.

Do not forget the basics: your operating hours, availability, products and services. Include a photo of your key salespeople. Customer testimonials are great: they can make a hesitant customer decide to buy.

Bonus tip: Include a news item every two or three days. Visitors will feel rewarded for visiting your site and will want to return.

Secret #4: Ask for the sale.

Every time you mention products or services, provide a link to place an order. This gives people the chance to buy immediately. Emphasize the customer benefit for taking action. Rather than just say "Order now," try "Place your order now and get more fun out of life" or "Buy now and start saving right away!"

Also provide a "more information" link. This is an upselling tactic: provide information on related products that can raise the average sales ticket.

Turns out, the traditional marketing tactic of upselling is particularly important on the web. Keep in mind that people typically surf the web looking for killer price deals," says Noel Shaw, director of operations at N. Shaw Associates, a web marketing firm in Santa Rosa, CA. "They can price shop by looking at 100 sites in an hour. Play to that by seeing if you have a couple of products that you can sell lower than the competition. Then upsell on the accessories."

Be sure to acknowledge each sale at once by return e-mail. It is the only way that customers will be sure their orders have been processed correctly and it will encourage repeat business.

Bonus tip: Reward visitors and encourage returns by offering surprise promotions and coupons available only online.

Secret #5: Host games and contests.

Web surfers love contests and patronize sites that have them. Step up to the plate with one of your own. Feel free to experiment. "The nice thing about the web environment is that if you think something will work you can try it," says Knight. "If it works you can do more of it. If not, take it off your site. It's not as if you have to pay for 10,000 printed brochures up front."

Although Knight encourages contests because visitors tend to participate, he notes the downside: you must take the time required to administer it. The names you collect will be less qualified than those of people who have expressed a particular interest in your business.

(continued on page 33)

NESRA Chapters

Northeast Region

National Director
Roger Lancaster, CESRA
(202) 720-4870
FAX (202) 690-2737

Regional Director
Quintin Cary, CESRA,
(703) 697-3816
FAX (703) 693-7311

Maryland NESRA/
Baltimore, Maryland.
Mark Brinegar,
(301) 688-6464
FAX (301) 688-3064

LFRA/Washington, D.C.
Rudy St. Louis,
(202) 565-1590
FAX (202) 565-9016

MARES/Boston,
Massachusetts. Melinda
Gilmore, **(508) 252-4197**
FAX (508) 252-4199

NESRA-Connecticut/
Hartford, Connecticut.
Judy Wind, RVESRA,
(860) 843-8744
FAX (860) 843-8567

NESRA of Erie/Erie,
Pennsylvania. Tom
Whitford, **(814) 456-8511**
x2519 FAX (814) 454-7445

NESRA NJ/
Newark, New Jersey.
Mary Lou Panzano,
RVESRA,**(973) 802-2913**
FAX (973) 802-5466

NESRA/New York City/
New York, New York.
Gloria Roque, RVESRA,
(212) 456-5250
FAX (212) 456-5480

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Frontier/Buffalo, New
York. Judy Rath,
(716) 686-2532
FAX (716) 686-2522

NESRA of the
Washington D.C. Area/
Washington, D.C. Aletha
Woodruff, **(301) 924-0198**
FAX (301) 924-0198

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(609) 547-8284
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FAX (716) 288-8926

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FAX (407) 855-6884

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FAX (904) 549-3558

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FAX (313) 964-5087

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FAX (281) 366-7440

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FAX (214) 634-1633

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FAX (210) 476-4656

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FAX (818) 718-4094

ESROC/Orange County,
California. Phyllis Smith,
CESRA, **(626) 913-4014**
FAX (626) 964-7242

GLAAIRC/Los Angeles,
California. Dick Miller,
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FAX (310) 676-3856

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FAX (520) 794-3389

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FAX (541) 683-9664

NESRA of the Bay Area/
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Cecil Padilla,
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FAX (916) 795-5570

NESRA of Greater
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Sacramento, California.
Marlene Kopp,
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FAX (916) 921-1018

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Sampson, **(425) 649-9800**
x 5609 FAX (425) 649-0214

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California. Lidwina Salinas,
(626) 359-8111 x 5367

SNESRA/Las Vegas,
Nevada. Jennifer Morgan,
(702) 295-2213
FAX (702) 295-0351

Seven Secrets of Profitable Websites

by Phillip M. Perry

So you joined the gold rush to the World Wide Web only to strike fool's gold? You are not alone. Many a business has sunk a pickax into the wild, wild Internet...only to wish it had not.

Well, take heart, prospector! By following some key marketing principles unique to the cyberfrontier, you can stake a claim to a gold mine instead of a gold brick.

Here's how. Listen to these sales experts reveal the top seven secrets of businesses with very effective websites:

Secret #1: Get the visitor involved.

Customer interaction makes for profitable websites.

"Create interaction by giving visitors incentives to enter a dialogue with you," says Paul Knight, president of 64K Internet Marketing, a Seattle-based consulting firm. "These dialogues build relationships—and sales." Knight suggests these approaches:

- Invite questions about your business, products and services. Request feedback on how well you are doing with your site. Ask visitors what information you could add to make it more valuable.
- Run a survey that asks for input on industry issues. Customers will be flattered to have their opinions included. Stimulate a return visit by promising that everyone's input will be posted on the site.
- Start a bulletin board that lets customers exchange ideas.
- Provide a form to register for seminars. No matter how customers interact with your site, they will feel they have invested part of themselves in your success. Reward responsive customers by offering them a discount or premium. Invite them back for more.

Customer involvement can take place during hours when your business is normally closed. This is one major benefit of web marketing: it extends your business hours dramatically. Orders placed by customers in the evening are waiting for you when you come to work the next morning.

The good news is that most companies that host websites already have the technology required to take customer's orders. You can start with a simple form for taking an order, and move on to more complex "shopping cart" forms that provide running totals of what the customer is ordering.

Bonus tip: To stimulate repeat visits, offer a surprise premium to everyone who sends you a question or suggestion for your website.

Secret #2: Cross market.

"Drive people to your website and they will come." That is the modern revision of an old marketing bromide, at least for businesses seeking more customers at their electronic storefronts. Without a plan for cross marketing your website with your advertising media, your business is doomed to Internet failure.

This thinking represents a change from the early days of web marketing. "Businesses used to say, 'let's put up a website and see what happens,'" says Knight. "Many of those businesses became disillusioned. About a third have actually let their sites go out of business."

The reason? Not enough visitors. Do not make the same mistake.

Here are some effective tactics to generate traffic:

- **Use other media.** Invite people to your site by listing your web address in your print advertising, on radio and television. Do not just say "visit the site." Indicate exactly what the customer should do there. Example: "Register to win a prize by visiting our website."
- **Exchange links with other sites.** Locate sites that do not compete directly with yours, but that attract visitors with related interests. Exchange links with these sites.
- **Place ads about your site.** If an important site will not exchange links with you, ask if you can buy a banner or other ad promoting your site. If the site is mailing an e-mail newsletter to its customers, ask if you can place an ad.

(continued on page 34)

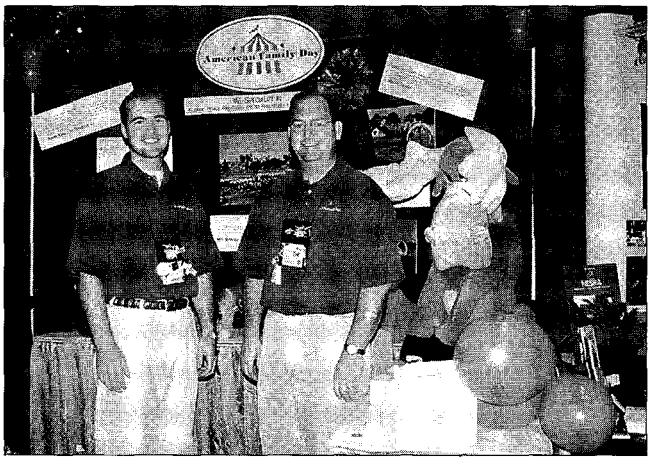
NESRA Recognizes Exhibitors for their Exhibiting Skills and Long-Term Commitment

John Davis Best Booth Award

1st Place
800-Call Bob for Flowers



2nd Place
American Family Day



3rd Place
Zippo Manufacturing Company



The following 1998 Exhibit Hall judges volunteered their time to evaluate each of the 150 Exhibit Booths to determine the above winners

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PepsiCo Inc., Purchase, NY

Donna Leach
Ericsson Inc., Richardson, TX

Mike Ryan
First Chicago Trust, Jersey City, NJ

Dale Shafer, CESRA
PSEA of PG&E, Concord, CA

Debbie Zelinski
Civilian Welfare Fund, DIA, Washington, D.C.

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This offer is available in Sprint PCS coverage areas only. For a list of cities, please visit our Web site at www.sprintpcs.co or connect to us through the NESRA Web site at www.nesra.org



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A Supplement to the August 1998 Employee Services Management

Destinations Southwest



Las Vegas News Bureau

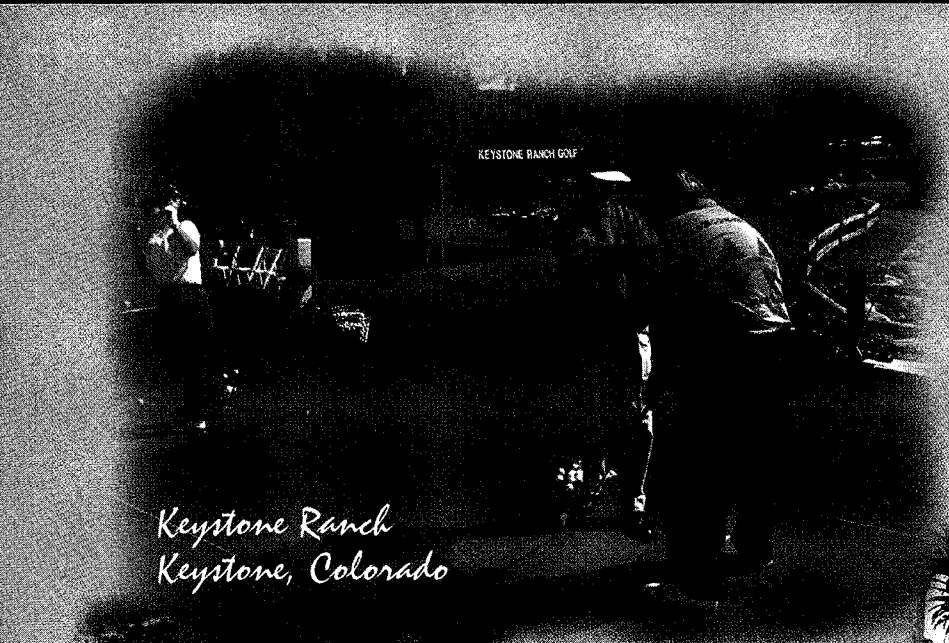
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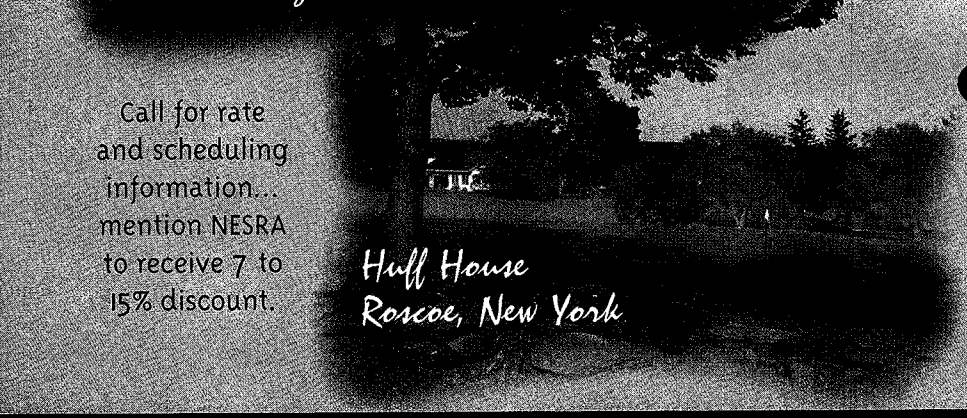
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Welcome to *Destinations in Southwest*

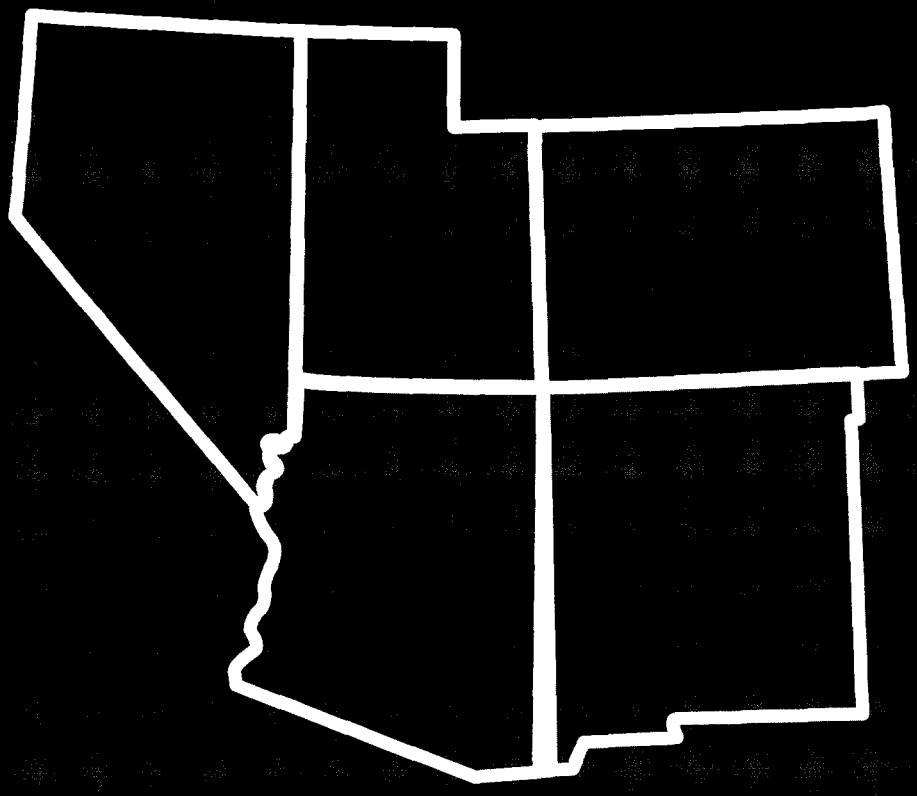
Destinations in Southwest is an annual vacation destination supplement designed to make it easier for NESRA members and employees to identify travel-related opportunities and shop for discounts. We are featuring the Southwest because the region has been identified in NESRA surveys for many years as one of the most popular destination spots. Look for other destination supplements in future issues of EMPLOYEE SERVICES MANAGEMENT.

This guide has been organized by state to make it easier to identify accommodations, recreational activities, attractions and historical and cultural experiences. In each state, we have listed local Convention & Visitors Bureaus or Tourist Development Councils where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance.

Thank you for choosing *Destinations in Southwest* as your travelling companion. You can order additional copies for distribution to your employees. See page 14 for details. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

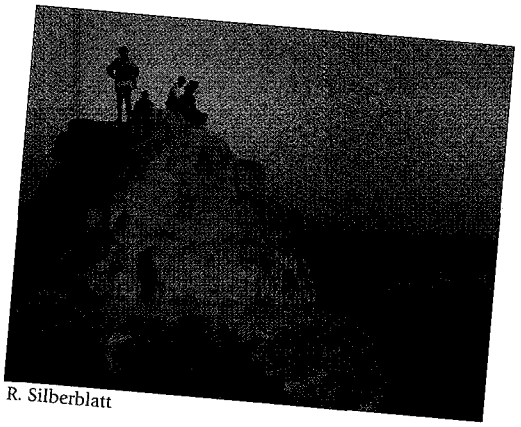
With best regards,

Patrick Stinson
Publisher



Welcome 3
Arizona 4
Colorado 7
Nevada 10
New Mexico 12
Utah 13

Arizona



R. Silberblatt

See Cliff Dwellings at Navajo National Monument

Keet Seel, the largest cliff dwelling of the ancestral Pueblo culture is found at the Navajo National Monument. But the monument's main attraction is the Batatakin cliff dwelling, which is 700 feet below the visitor center in a canyon at 6,600 feet. The dwelling can be visited only by guided tour from mid-May through September. More accessible is the Betatakin overlook, which is just a 1/2-mile hike from the visitor center.

Location: 9 miles north of US 160 on State 564, about 16 miles west of Kayenta.

The five-hour Batatakin tour is limited to 25 people and operates on a first-come, first-served basis.

For information, call 520-672-2366.

Old Tucson Studios Back in Business

Old Tucson Studios, home to more than 300 film and television productions, celebrated its grand reopening after a fire in 1995 that destroyed approximately 40 percent of the park.

The film studio and western theme park has been rebuilt, with new restaurants, gift shops and show venues.

Among the new buildings are the Grand Palace Saloon and Hotel, the Town Hall, a reconstructed Mexican Mission and the subterranean Storyteller Theater.

For information, call 520-883-0100.

Visit Havasupai Reservation in the Grand Canyon

Nestled in a setting on the floor of Cataract Canyon, a tributary of the Grand Canyon, the Havasupai Reservation is perhaps the most spectacular in the nation. And unlike some tribes, who were removed from their ancestral lands, the Havasupai have been living here since the 14th century. Visiting the reservation is a small task, though: it's an 8-mile hike from the trailhead to the village of Supai, the heart of the reservation.

Location: Northeast of Peach Springs, off State 66.

For lodging information, call 520-448-2111. For camping information, call 520-448-2141.



Tucson CVB

Desert at Night

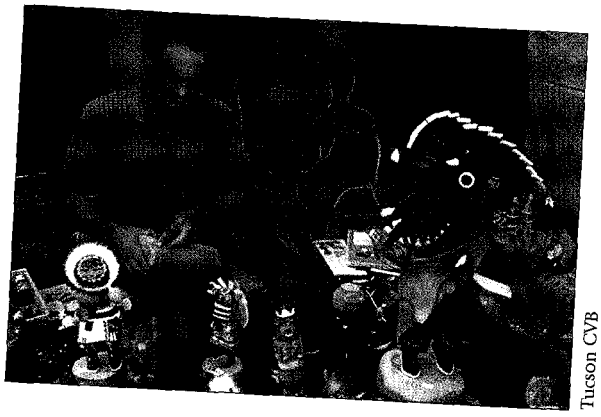
New on the tour front is a nighttime guided hike of the desert using night-vision gear originally developed for military use. At The Boulders in the Sonoran Desert foothills of Carefree, Arizona, the one- to two-hour tours give you a whole new perspective of the desert and its inhabitants. The night tours also include scavenger hunts and nature walks on the resort's golf courses for $40 per person. The equipment, which resembles a standard monocular, amplifies available light up to 20,000 times.

For information on the tours, or for reservations, call 602-488-9009.

Grand Canyon Adventure

The Grand Canyon is one of the most amazing sights you'll ever see. Why not make the best of your trip to the Grand Canyon and hike to the bottom? It's about a 10-mile descent from the South Rim to the base along an enchanting but rigorous trail. To camp, you need a backcountry permit, but you can also stay at the Phantom Ranch, located on the canyon floor. Be sure to make reservations well in advance. Mule rides and turn-of-the-century steam trains (the Grand Canyon Railway) provide unique perspectives with little exertion. The Arizona Office of Tourism recommends that you visit the park before 10 a.m. or after 2 p.m. to avoid crowds.

For information, call 502-638-7888.

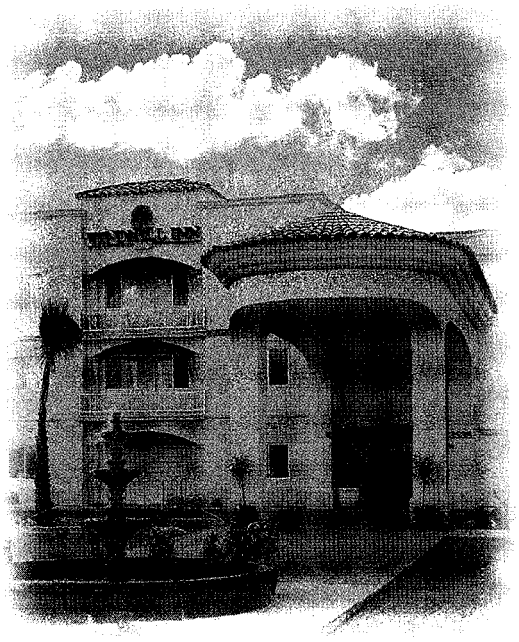


Tucson CVB

Tour Lake Powell / Glen Canyon Dam

Today, the Colorado River enters Arizona at Lake Powell, a nearly 200-mile-long water playground formed by Glen Canyon Dam. Narrated boat tours describe the lake's geology and history, and transport visitors through the soaring sandstone canyons to such one-of-a-kind sights as Rainbow Bridge. A self-guided tour starts at the dam's Carl Hayden Visitors Center, which offers a large relief map showing a three-dimensional view of the Colorado Plateau, a lively audiovisual presentation documenting the dam's construction and an exhibit depicting the prehistoric mammals that roamed the canyon during the Ice Age.

For information, call 800-528-6154.



All Suite Hotels

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www.windmillinns.com

Native Plants at Boyce Thompson Arboretum

In this rugged — yet beautiful — region east of Phoenix, visitors will find the Boyce Thompson Southwest Arboretum, a museum of living plants native to the Desert Southwest and elsewhere. Founded in 1927, the arboretum features self-guided tours, a visitors center and greenhouse.

For information, call 520-689-2811.

Besh Ba Gowah Archaeological park near Globe also showcases the lifestyle of ancient Indian tribes. The museum features a reconstructed 14th century Salado Indian village and an ethnobotanical garden.

For information, call 520-425-0320.



David Bean

Player's Edge™ Golf School Offered at Wildfire

Player's Edge™ provides a range of golf instruction programs at Wildfire golf course at Desert Ridge in Phoenix, Arizona. Designed by Arnold Palmer, Wildfire is the stunning focal point of the 5,700 acre master planned community located in northeast Phoenix. The course has already received rave reviews as one of the area's best courses.

"We are extremely proud that Wildfire has selected us to be their golf school" states David Bisbee, Executive Director of P.R.O., Inc. "This facility encompasses everything we look for in a Player's Edge™ destination. A golf course which is challenging yet fair and a practice facility that provides the opportunity to work on every aspect of the game."

P.R.O. Golf Schools featuring the Players Edge™ System are also available in two other Southwest sites: Rhodes Ranch, Las Vegas; and Carlton Oaks Country Club, San Diego.

P.R.O. has introduced a variety of programs designed to address the business/golf connection. Whether it's client entertainment or corporate training, P.R.O. can put a golf spin on the company objective. NESRA members receive a 7-15% discount.

For school information or reservations, call 800-469-8326 or visit the web site at www.proform-golf.com.

Flagstaff Convention & Visitors Bureau
211 W. Aspen
Flagstaff, AZ 86001
520-779-7611
800-217-2367

Lake Havasu Convention & Visitors Bureau
314 London Bridge Road
Lake Havasu City, AZ 86403
520-453-3444
800-242-8278

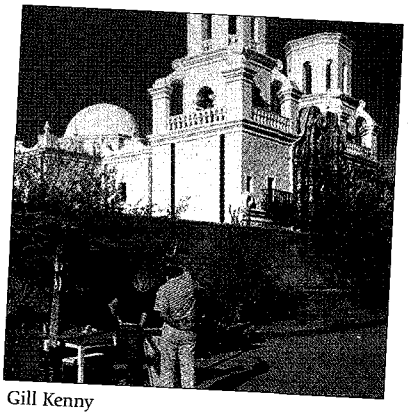
Mesa Convention & Visitors Bureau
120 North Center
Mesa, AZ 85201
602-827-4700
800-283-MESA (6372)

Phoenix & Valley of the Sun Convention & Visitors Bureau
One Arizona Center
400 E. Van Buren Street, Suite 600
Phoenix, AZ 85004
602-254-6500
800-775-4490

Scottsdale Chamber of Commerce
7343 Scottsdale Road
Scottsdale, AZ 85251
602-945-8481
800-877-1117

Tempe Convention & Visitors Bureau
51 W. Third Street, Suite 105
Tempe, AZ 85281
602-894-8158
800-283-6734

Metro Tucson Convention & Visitors Bureau
130 S. Scott Avenue
Tucson, AZ 85701
520-624-1817
800-638-8350



Gill Kenny

Colorado



Winter Park, CO

Thin Air Ahead

How to avoid the headaches, nausea, dizziness, and shortness of breath associated with altitude sickness? According to Igor Gamow, an expert on high altitude physiology at the University of Colorado at Boulder: Spend a day in Denver and then drive to Vail or other nearby mountain resorts. Drink a lot of water and avoid alcohol. Get plenty of sleep. Take it easy for the first day or two in the mountains.

The News from Vail

Last year, Vail, Colorado drew 1.7 million visitors, followed by Breckenridge (1.3 million) and Keystone (1.2 million). With its purchase of Breckenridge and Keystone, Vail Resorts, Inc. now has the three most popular ski areas in the U.S. under its banner along with their Beaver Creek enclave.

Vail Resorts plans to have a new $8 million, guest service-focused computer system, and an upgraded central reservation system in place for the 1998-99 season that will link the four resorts, which are within an hour of each other. Once in place, a guest-friendly "cashless" system will exist.

Simultaneously, Vail Resorts is spending $74 million on capital improvements and renovations throughout the four resorts.

Visitors will have access to 82 chairlifts and gondolas connecting them to 9,911 acres for skiing and snowboarding on 610 trails.

For information, call 800-775-8245.

Cliff Palace at Mesa Verde National Park

In 1906, Mesa Verde became the first National Park designated to protect archaeological sites, a title otherwise reserved for natural wonders. The most renowned of the ruins are the Cliff Palace and the Balcony House, both of which can now be entered only with a ranger.

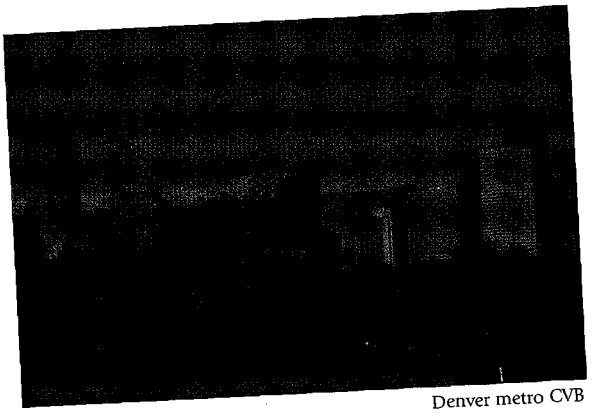
Location: 10 miles southeast of Cortez, just south of US 160.

For information, call 970-529-4465.

Name Entertainment at The Telluride Bluegrass Festival

Next summer will mark the 26th anniversary of the world's premier assemblage of bluegrass music. Drawing a crowd of thousands to the town in the San Juan mountains of Colorado, the festival draws some of the biggest names from America's homegrown genre. Telluride's 5 parks and lodges are filled to capacity the last week of June, so it's wise to book well in advance. Passes can be purchased for the entire four-day festival or daily.

For information, call 800-525-3455.



Denver metro CVB

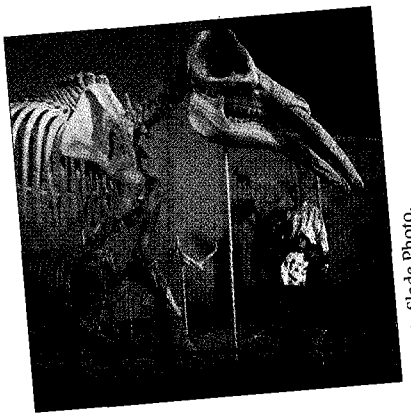
Garden of the Gods: A Must See Attraction

The Garden of the Gods is a 1,000 + acre park at the base of Pikes Peak, where the Great Plains meet the Rockies. Flora and fauna reflect the rich diversity of the crossroad, and towering red sandstone formations tell a unique geological story. The park has trails, horse trails, and picnic facilities.

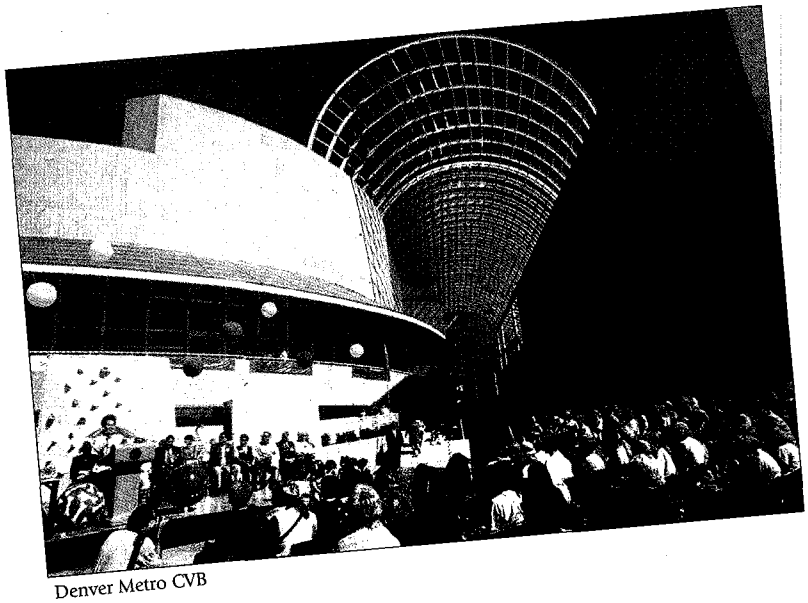
At the Garden of the Gods Visitor Center in Colorado Springs, you will enjoy "How Did Those Red Rocks get There?," a dynamic 12-minute multimedia show with four screens, lasers and more, that brings to life the area's cultural history, American Indian heritage and unique ecology and geology.

Parking is free and there is no admission charge for the Park or the Center.

For information, call 719-634-6666.



Annette Slade Photo.



Denver Metro CVB

World-Class Aquarium Opens in Denver

Colorado's Ocean Journey is slated to open in May 1999. This project will be the only aquarium in the Rocky Mountain states and will include both life from the sea and from the ocean's headwaters in the Colorado mountains. The $93 million facility is adjacent to an unique $125 million downtown amusement park, Elitch Gardens, that offers 30 thrill rides and a water theme park adventure, all mixed with formal flower gardens.

For information, call 303-892-1112.

Boulder Convention & Visitors Bureau
2440 Pearl Street
Boulder, CO 80302
303-442-2911
800-444-0447

Colorado Springs Convention & Visitors Bureau
104 S. Castle Avenue, Suite 104
Colorado Springs, CO 80903
719-635-7506
800-888-4748

Denver Metro Convention & Visitors Bureau
1555 California Street, Suite 300
Denver, CO 80202
303-892-1112
800-888-1990

Grand Junction Convention & Visitors Bureau
740 Horizon Drive
Grand Junction, CO 81506
970-244-1480
800-962-2547

Greeley Convention & Visitors Bureau
902 7th Avenue
Greeley, CO 80631
970-352-3566
800-449-3866

Snowmass Resort Association & Convention Center
PO Box 5566
Snowmass Village, CO 81615
970-923-2000
800-598-2006

Vail Valley Tourism & Convention Bureau
100 East Meadow Drive
Vail, CO 81657
970-476-1000
800-525-3875

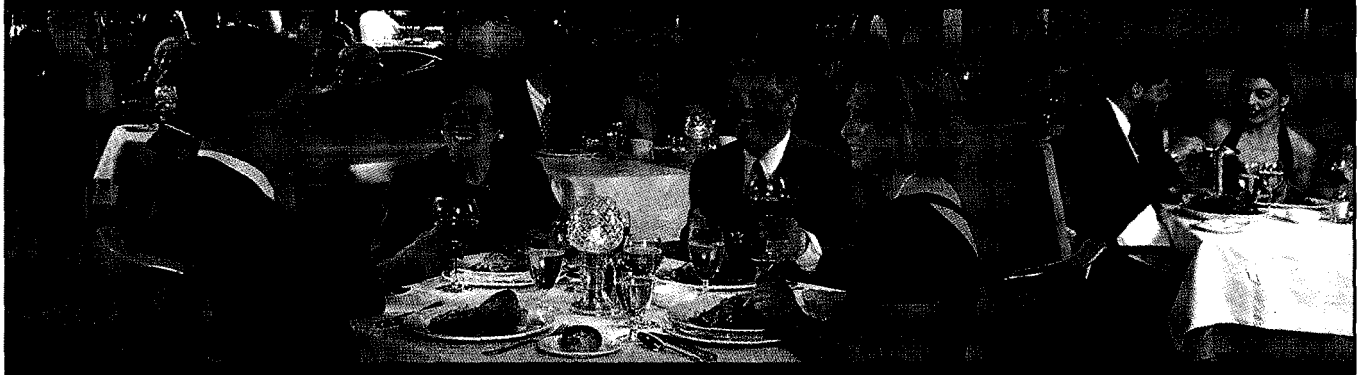
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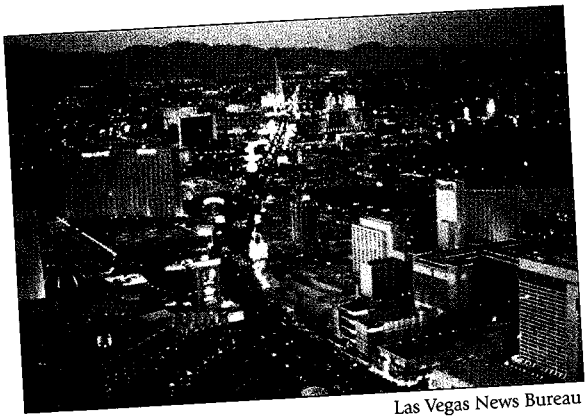
A Glimpse at Bellagio

Bellagio will open on the Las Vegas Strip in the autumn of 1998. This majestic 3,000-room resort will be nestled alongside a magnificent lake, adorned with spectacular fountains and surrounded by lavish gardens. All through the day, a mesmerizing ballet of water will take place on the lake, enhanced at nightfall by color, light and music. Throughout the resort, a sense of timelessness will be evident in everything from the grand casino to the exclusive suites, elegant shopping promenade and a myriad of fine dining establishments offering gourmet fare in the most exquisite surroundings.

For information, call 888-744-7681.

New House of Blues in Las Vegas

A House of Blues music-themed club will be part of the $200 million Mandalay Bay resort in Las Vegas, to open in early 1999. The 42,000 sq. ft. House of Blues will be designed to house a 1,800-seat concert hall, a restaurant and a 350-seat club with live blues music. For information, call 702-632-7810.



Las Vegas News Bureau

The World's Largest Skycoaster at MGM Grand

The world's largest Skycoaster thrill-attraction is open for flights at MGM Grand Adventures, the outdoor entertainment complex located at MGM Grand Hotel/Casino. The 250-foot tall SkyScreamer — a part skydiving, part hang-gliding attraction — features a monster-size archway with two separate flight towers. The tip of the arch, which boasts a neon green glow after dark, is equivalent to the hotel's 25th floor. SkyScreamer puts one to three people in a flight harness and lifts the flyers to the top of one of the 220-foot launching towers. Flyers are then instructed to pull their own ripcord, which sets into motion an approximate 100-foot free-fall plunge before they swoop into a 70 mph swing.

NESRA members are eligible for discount tickets. Call Group Sales at 702-891-7922.



Las Vegas News Bureau

Gameworks: Fun for the Family

Located in Showcase Mall, adjacent to the MGM Grand and across from New York-New York, this hot, new entertainment club was developed by Steven Spielberg's DreamWorks SKG, Sega Enterprises, and Universal Studios. Its 47,000 sq. ft. of space contains everything from your basic video games (PacMan, Asteroids, and Centipede) to traditional pool, foosball, backgammon, and chess, and state-of-the-art signature games such as Vertical Reality, where players experience physical consequences based on skill levels — ascending as they succeed, descending as they get hit.

For information, call 702-432-4263.

Move Over Gambling, Golf Is The Game

Las Vegas is working hard to make golf an appealing daytime complement to the nightly neon-lit attractions and activities of the Strip and downtown.

Visitors have a choice of some 30 champion-caliber public, private, and semi-private golf courses to choose from around Las Vegas and in neighboring towns like Mesquite, Pahrump, Boulder City, Laughlin, and Primm.

Recent additions to the golf course inventory include the 71-par Desert Pines course, which affords views of the Las Vegas skyline, and Primm Valley Golf Club, a 71-par course designed by Tom Fazio, situated 45 miles from Las Vegas.

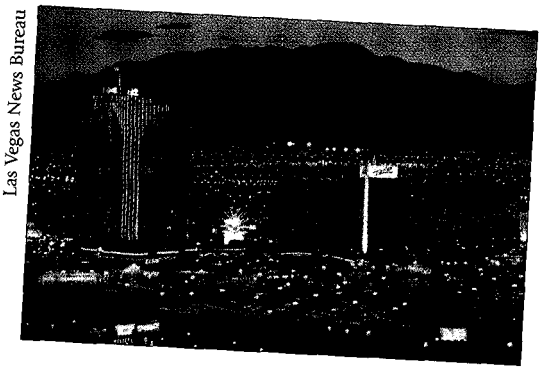
Golf enthusiasts can also watch the pros play. For more than a decade, both the Professional Golf Association Tour and Senior PGA Tour have held tournaments in Las Vegas. Another prestigious organization, the Ladies Professional Golf Association Tour has also been represented here.

For upcoming golf tournaments to coincide with your booking dates, contact the LVC&VB at 702-892-0711.

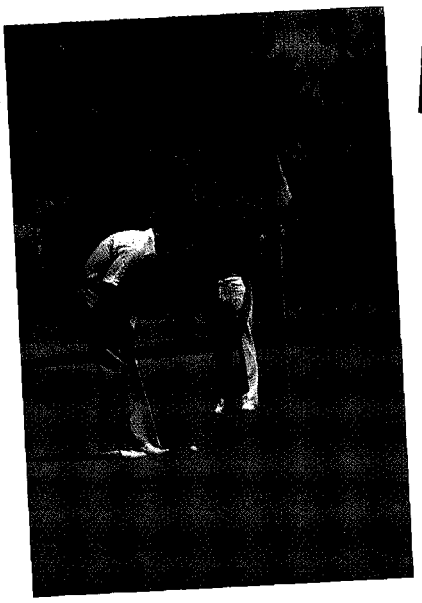
City of "Neon" Lights

The Eiffel Tower in Las Vegas? It's coming. Hilton hopes to open Paris Las Vegas by early 1999. Along with replicas of the Arc de triomphe, Paris Opera House, Parc Monceau, and rue de la Paix will be the resorts signature attraction: a 50-story replica of the Eiffel Tower, where visitors can dine in the Eiffel Tower gourmet restaurant and bar and take the elevator to the top for a view of the Las Vegas valley. A replica of a Paris metro station will connect to the Bally's - MGM Grand monorail.

For information, call 702-739-9168.



Las Vegas News Bureau



Free Discount Nevada Bonus Book

The 55-page Discover Nevada Bonus Book includes tourist information and discount coupons for accommodations and attractions throughout the state.

Order this free book by calling 800-NEVADA 8.

Star Trek: The Experience

In 1998 Hilton Hotels and Paramount Parks introduced "Star Trek: The Experience" at the Las Vegas Hilton. Based on the popular TV and motion picture science-fiction series, it treats entrants to a "historical future museum," featuring authentic costumes, make-up, and props used in the productions.

Interactive experiences for audiences are encouraged from the moment they are "beamed up" to the bridge of the Starship Enterprise.

Visitors board shuttlecrafts for simulated rides through the universe, via "immersive" technology.

For information, call 702-697-8700.

Las Vegas Convention & Visitor Authority
3150 Paradise Road
Las Vegas, NV 89109
702-892-0711

Laughlin Visitors Bureau
P.O. Box 502
Laughlin, NV 89029
800-452-8445

Reno-Sparks Convention & Visitor Authority
4590 S. Virginia
PO Box 837
Reno, NV 89504
702-827-7618
800-443-1482

New Mexico

Chris Corrie



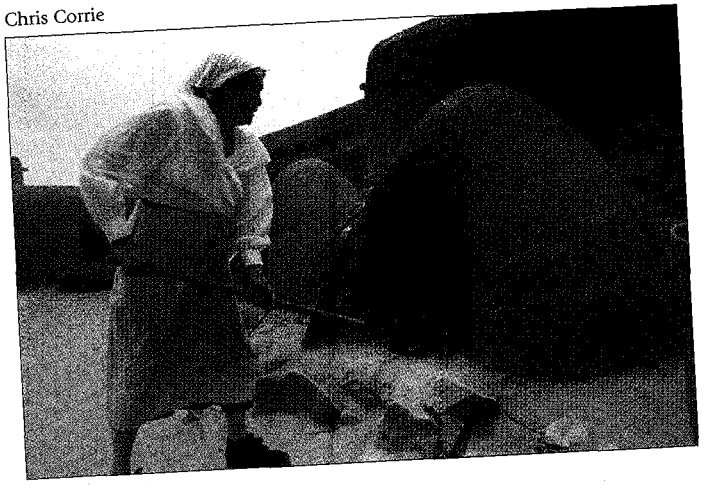
Acoma Pueblo: Sky City

Known as Sky City for its location nearly 400 feet atop a mesa, Acoma is the oldest continually inhabited community in the United States (people have been here since the 12th century). While most Acomans live in the newer villages below the mesa, a few are selected each year to live on the top of the rock and keep the old village and church in repair. Some people go to Acoma just to buy pricey pottery made from reservation clay, but less expensive pots, made in the Acoma style but from different clays, are also available. For a small fee, an Acoma guide will take visitors on a walking tour through the pueblo. This tour can take up to an hour and includes tours of the plaza and mission church.

Location: About 65 miles southwest of Albuquerque.

For information, call 505-843-7270.

Chris Corrie



Pueblo Bonito at Chaco Park

In northwest New Mexico, at the end of miles of dusty roads, visitors will find one of the great mysteries and triumphs of the Southwest. The most famous ruin at the Chaco Culture National Historical Park is the four-story, 600-room Pueblo Bonito, which dates to the 10th century. At one time, Chaco and its surrounding communities supported as many as 5,000 people, but droughts in the 12th century may have forced them to abandon their homes.

Location: 150 miles northwest of Albuquerque.

For information, call 505-786-7014.

World's Longest Aerial Tramway

Albuquerque visitors are attracted to the world's longest continuous tramway, the Sandia Peak Tram. Built over Domingo Baca Canyon with the aid of helicopters, the tram boasts the world's longest unsupported span of cable. A ride on the Sandia Peak Tram whisks you 2.7 miles up to the 10,378 foot Sandia Peak, passing through four of the earth's seven life zones on the way. In biological terms, this is the equivalent of going from Mexico to Alaska in 20 minutes. Wildlife such as bear and mule dear can sometimes be seen on the slopes below the noiseless tram car.

During the summer, the Sandia Peak Ski Area's chair lift connects with the tram at the top of Sandia Mountain, offering a gentle 7,500-foot glide over green meadows and pine forests.

For information, call 505-856-7325.

Visiting the Pueblos

Encompassing 19 Pueblos, two Apache reservations and the eastern side of the Navajo reservation, New Mexico is home to a large and energetic Native American population. Most tribal members live in traditional communities that were inhabited before the first Europeans entered the Rio Grande Valley. Yet they are also an integral part of modern New Mexico, with highly developed art forms, growing agricultural and business enterprises and a deep commitment to preserving this land of timeless beauty.

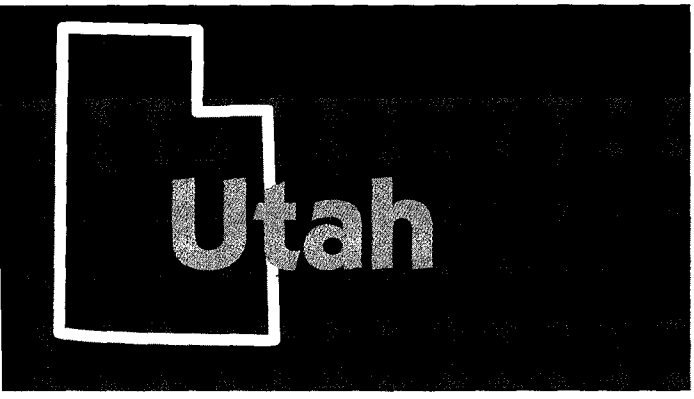
While the Pueblo people genuinely welcome visitors throughout the year, visitors must realize the Pueblos are legally sovereign nations and not living museums or theme parks. Your experience will be as satisfying as it is memorable if you observe the rules governing visitors and photography at each Pueblo. If you are unsure of the rules, go to the main office at the Pueblo and ask. Pueblos generally charge small fees for entering or using their facilities.

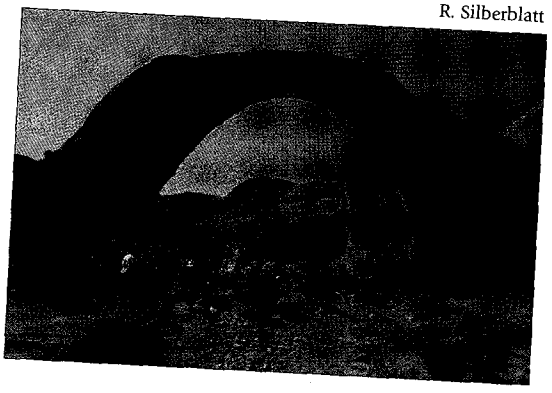
For specific events, call the Santa Fe Convention & Visitors Bureau at 800-777-2489 or Albuquerque Convention & Visitors Bureau at 800-284-2282.

Albuquerque Convention & Visitors Bureau, Inc
20 First Plaza, NW, Suite 601
Albuquerque, NM 87102
505-842-9918
800-284-2282

Las Cruces Convention & Visitors Bureau
211 N. Water Street
Las Cruces, NM 88001
505-541-2444
800-FIESTAS

Santa Fe Convention & Visitors Bureau
201 W. Marcy Street
Santa Fe, NM 87501
505-984-6760
800-777-2489





R. Silberblatt

St. George, Utah: Hiker's Paradise

The historic town of St. George in southwest Utah tops the list of "America's Best New Adventure Towns," selected by the editors of Shape magazine.

Surrounded by red-rock cliffs and a quick drive from spas and ski resorts, St. George offers plenty of outdoor activities for all seasons. But the real treasure, the editors say, is Snow Canyon State Park, "a hiking/bouldering paradise of pinkish-white cliffs, lava strewn canyons and petroglyph-adorned boulder fields."

For information, call 801-628-1658.

Salt Lake City Gears Up for the Olympic Games

With the Olympic Games coming to the state in 2000, a whole new group of travelers, who've never seen the beauty of Utah will get the chance to do so.

All sites for Olympic events are within an hour of Salt Lake City. Some of the favorite events such as bobsledding, the luge, ski jumping and Nordic Combined will be at the Utah Winter Sports Park, 24 miles east of Salt Lake City and four miles north of Park City. A 120-meter ski jump will be added to the 90-, 65-, 30- and 18-meter hills already in use. Visitors may try out the jumps after a thorough training program.

The giant slalom, freestyle and snowboard competitions will take place at the Park City ski area and Deer Valley Resort. The downhill and super G races will be held at the Snowbasin ski area at the top of Ogden Canyon. Recreational skiers can test their skills on the same slopes the Olympians will use.

Figure skating and ice hockey will be held at the Delta Center in Salt Lake City.

For information, call 800-541-4955.

Southern Utah: Best-Kept Secret

The red rock country "is one of the nation's best-kept secrets. You feel like you're on Mars — the rocks take on fantastic shapes." For a great drive, take US 12 from Torrey, near Capitol Reef National Park. For information, call Utah Travel Council at 800-200-1160.

Salt Lake CVB



Where Did You Come From? Find Out In Salt Lake!

When you visit Salt Lake, discover whom you might be related to and the answers to many other pedigree questions at the Family History Library, directly west of Historic Temple Square at 35 North West Temple. Owned by the Church of Jesus Christ of Latter-Day Saints (the Mormons), the library has the largest collection of genealogical information. Visitors can explore the two million rolls of microfilmed records including some two billion names, 400,000 microfiche and 250,000 books.

The FamilySearch Center in the renovated Joseph Smith Memorial Building (formerly the Hotel Utah), directly east of Historic Temple Square is designed for tourists and casual researchers. This library extension offers approximately 133 family research work stations providing access to the library's database. First-time visitors can easily use the stations to do preliminary surveys of their ancestors. The Family History library and the FamilySearch Center are free of charge.

For information, call 801-240-2331.

Utah Break

Cedar Breaks Lodge at Brian Head in Utah is well located for exploring some of the finest mountain biking terrain in the world. You can take day trips to Bryce Canyon, Zion National Park and the Cedar Breaks National Monument. Cedar Breaks boasts 100 miles of downhill singletrack and some 60 miles of backcountry Forest Service roads. The recently renovated lodge offers a mountain biking package.

For information, call 888-282-3327.



Ogden/Weber Convention & Visitors Bureau
2501 Wall Avenue
Ogden, UT 84401
801-627-8288
800-ALL-UTAH

Utah Valley Convention & Visitors Bureau
100 East Center, Suite 3200
Provo, UT 85606
801-370-8100
800-222-8824

Salt Lake City Convention & Visitors Bureau
90 S. West Temple
Salt Lake City, UT 84101
801-521-2822
800-541-0250

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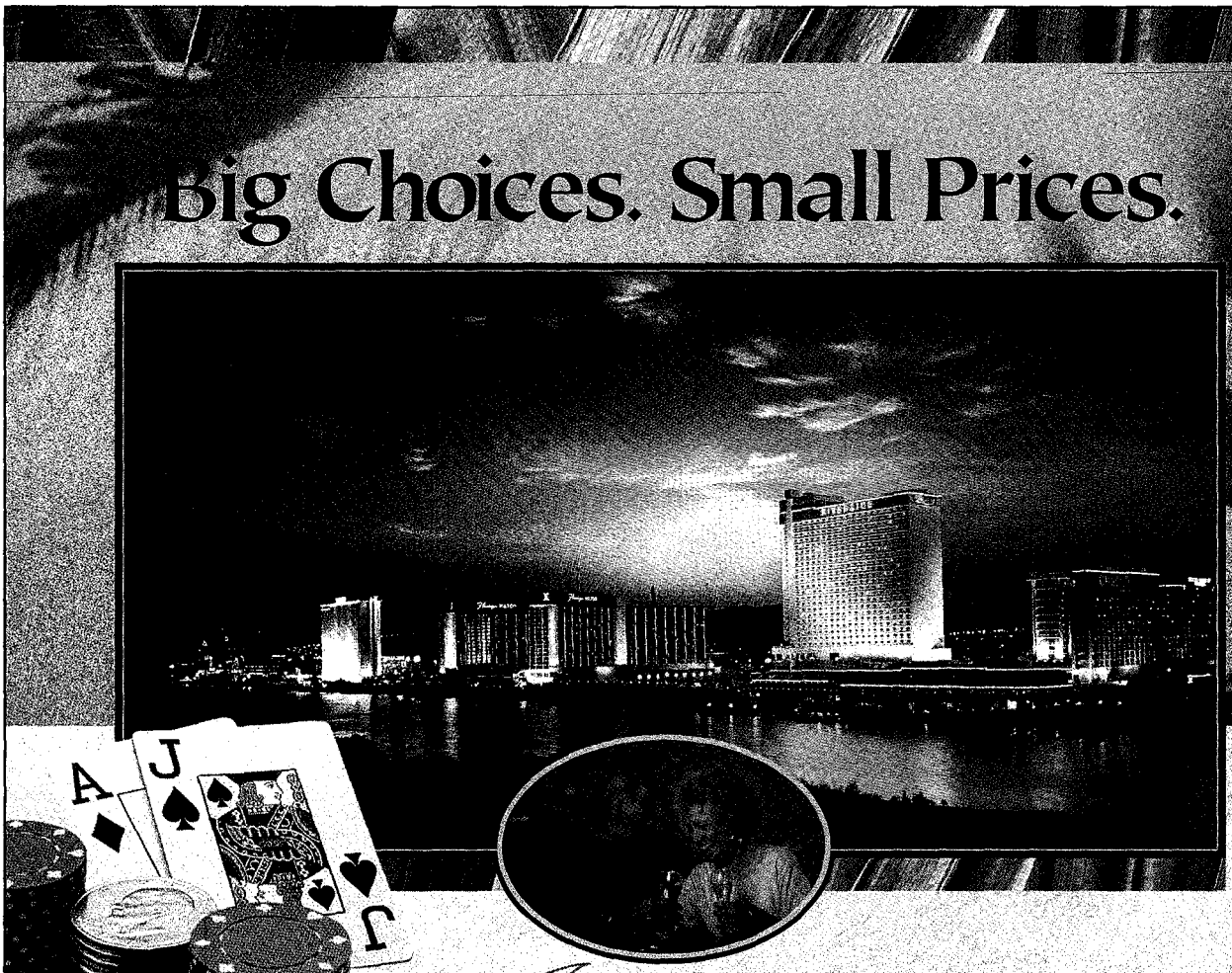
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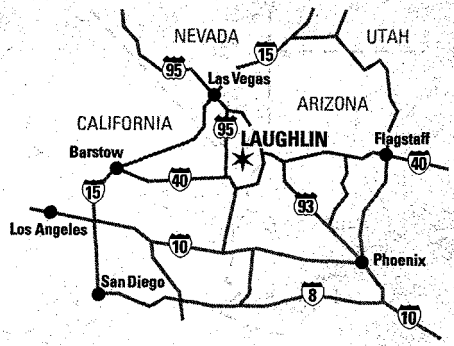
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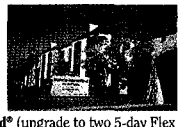
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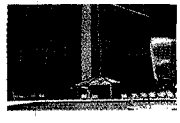
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- FREE shuttle to **Disneyland® Park**
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- Southern California Fun discount booklet (a $150 value)
- Kids under 12 eat FREE with paying adult at Coco's restaurant next door
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- Room service from McDonald's
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- Southern California Fun discount booklet (a $150 value)
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- FREE shuttle to **Disneyland® Park**
- Room tax and parking included

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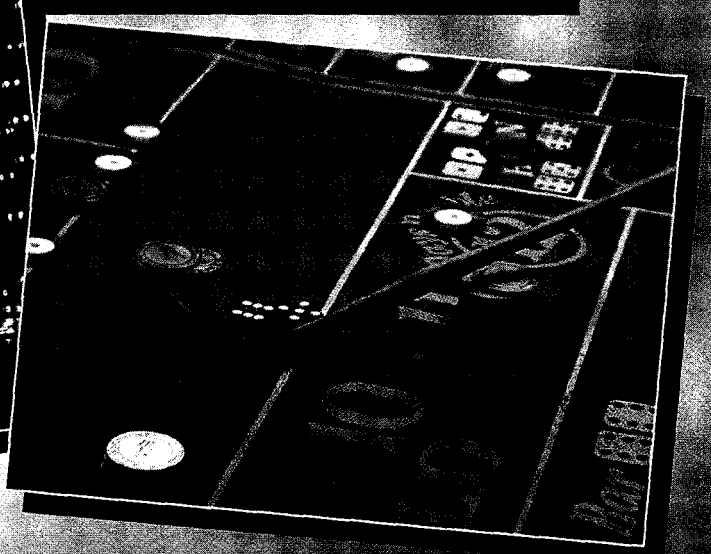
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EMPLOYEE SERVICES MANAGEMENT

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September 1998

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NESRA National Associate Members in the travel industry share with you some common mistakes made by travel planners and present suggestions on how to avoid them.
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EDITOR'S NOTE

Change is Good

By Cynthia M. Helson



I zestfully worked on the issues of *Employee Services Management* first as editorial assistant in 1987, then as editor from 1991 to the present. In college I never imagined I would be given a chance to work on developing upbeat, interesting articles for such a caring, resourceful group of people like the NESRA members.

This is my last letter as Editor because I will be taking on new responsibilities at NESRA. I have relinquished the reins to Renee Mula who joined NESRA Headquarters in January. I am confident in her ability to deliver innovative ideas in an exciting manner.

These developments come as a result of two happenings. First, Karen Beagley, copy editor for *ESM* and editor of *Keynotes* and *NESRA News* resigned on August 12, 1998, after 11 years of reliable service to NESRA, because she accepted a 3-day a week position with another company. Second, NESRA wants to expand its services on the Internet. Associations are delivering more services over the Internet so that members can have resources virtually at their fingertips.

These happenings gave us the opportunity to re-examine how we can better serve our members. To do this I will now maintain the NESRA Director of Communications position. I will guide Renee through her first couple of issues and then only oversee the production of *ESM*. I will focus more on NESRA's Internet page and on public relations, including building strategic relationships with contacts that can help further the profession of employee services. This new challenge will focus on making NESRA more of an employee services resource—an immediate access resource for members on the web and a powerful resource to the media.

As we position NESRA for success in the future, I am sure you will enjoy Renee's presentation of *Employee Services Management*. I invite you to rely more on NESRA for research and peer consulting to do your job. Employee services programs continue to be the talk among employers of choice. NESRA is THE employee services expert. The more you use your membership, the more successful you will be.

If you have a story idea or know of someone who could be a great author or should be interviewed, call me, Cindy Helson, (630) 368-1280 or e-mail me at CHelson@ix.netcom.com.

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KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

"Getting the best effort from workers is, above all, a product of the 'softer' side of management—how individuals are treated, inspired and challenged to do their best work."

Bob Nelson, author,
1001 Ways to Energize Employees,
1001 Ways to Reward Employees

Get The Most From Catalogs

by Karen G. Beagley

Your catalog is more than just a compilation of your merchandise. It is the visual aspect of what you do. While you are putting your catalog together consider that your customers get their impressions of you from the catalog. Make it the one you want to portray.

Make sure your catalog is easily read and understood. It is important that your catalog be as attractive as possible since it is the visual image by which customers will decide what to order. Showing the customers what they actually get is probably the most important factor to the catalog.

Your catalog should contain your mission statement: it lets customers know what you are about. Make it as complete as possible and consider producing supplements as needed throughout the year.

To create an effective selling tool you need to:

- **Identify clearly all products by item number and description.** Even if a customer should transpose a digit; you want to still be able to tell what they are ordering.
- **Sort your catalog pages by category.** Be consistent throughout the whole catalog.
- **Include an index.** This gives the customers a "roadmap" to find desired items.
- **Show your products in different ways.** Don't just show a coffee mug holding a drink. Put small items in the mug and portray it as a holder.
- **Include information on pricing and payment methods.** Order forms with current prices can be slipped into the center of the catalog. This allows you to update the prices and order form and replace the outdated form, without having to reprint the catalog.
- **Put in tidbits.** Consider adding personal tidbits about your company, the products or life in general. Land's End includes information about some of its employees.

Producing the Catalog

There is a wealth of new technology out there available for producing a catalog. Use it all. Start producing your artwork in digital format to take advantage of this emerging technology.

Produce templates of your catalog pages on a desktop publishing program. This allows you to update pages as needed. If you use a graphic artist, s/he will be able to give you a template.

Continued on page 6

Get The Most From Catalogs

Continued from page 5

If you are producing the catalog yourself, you will need tons of memory on your computer and laser printer. To get around the memory issue, you could consider cutting/pasting your illustrations so you do not have to scan these into your desktop publishing program (which eats up a lot of memory).

It is important that you proofread your finished pages several times. Use several different people to proofread the finished product before it goes to the printer. Check and recheck the items' numbers and descriptions.

Before you are finished with the catalog, you will need to get estimates from printers. If you are currently using a printer for other material, include this printer in your estimates. For additional printers, ask peers for references. If you receive a catalog in the mail that you find attractive, call the business to get the name of its printer. You should get several estimates for comparison purposes.

Finishing the Catalog

Allow yourself plenty of time to produce the catalog. Many say it is not unusual for a catalog to take more than four months to produce with another two to three weeks for printing. Since everything always seems to take longer than planned, allow yourself extra time.

After you have produced the catalog, put it away and look at it later. This allows you to see the catalog in a fresh light. You might still like it or you might want to change parts of it.

Use Your Police

Many local police stations have booklets of information or provide personnel for talks on how to make your home safer. Contact your town's police station to inquire about a police person coming to your company during a lunch hour to discuss safety at home.

The City of Fremont, CA, provides booklets to its residents discussing topics such as burglary prevention, deadbolt locks, door chains and auxiliary latches, decorative grates, sliding glass doors, windows, lights and timers, house numbers, direct deposit, driving alone, obscene phone calls, leaving your car, safe practices for night driving, walking alone at night, and elder abuse.

You might want to have police personnel briefly cover a variety of topics or survey your employees first to assess what they would be most interested in hearing about.

The more information you can give your employees to protect themselves, the safer they will be.

(Source: City of Fremont, CA, Police Department)

DID YOU KNOW?

- **Talk about others whenever you have the opportunity to say something positive. Otherwise, keep your mouth shut.**

(Source: The Winning Manager, May/June 1998)

- **Bored on the treadmill? Hang a size-too-small outfit in front of your treadmill for inspiration to keep on going.**

(Source: Body Bulletin, February 1998)

"When you stop giving, when you stop offering something, it's time to turn out the lights."

George Burns, Comedian

Help Employees With Careers

As a manager, it is a good business strategy to help your employees manage their careers. It builds loyalty and trust and makes for more efficient workers. Here are some programs you can put in place:

Host monthly "Career Development Days" with employees. Set aside one day a month to sit down with employees one-to-one and discuss where they are in their careers, what they want to do, what skills they'll need to get there, and what opportunities are available.

Start a "Professional Development Club." Assign each of your employees a different industry-related trade publication. Once a week, have a "Reading Meeting." Ask employees to relate any interesting stories, trends, or products that they read about.

When you attend a conference, bring it back with you. At the conference, take detailed notes, and turn them into a presentation for employees.

Ask managers to hold in-house seminars. Employees can benefit from learning how a business is run; basic accounting skills, financial forecasting, budgeting, and so on. Ask managers in these areas to conduct seminars on different topics for your employees—and offer to do the same for them.

Be a "mentor headhunter." You can help your employees find mentors within the company.

(Source: Positive Leadership, Bonus Issue, Lawrence Ragan Communications Inc., Chicago, IL.)

• After touching patients, doctors and nurses wash their hands only 50 percent of the time. Studies blame outbreaks of bacterial and viral illness on lack of hand-washing.

(Source: Hope Healthletter, February 1998)

• NESRA's 58th Annual Conference and Exhibit will be held April 25-29, 1999 at The Rio Suite Hotel and Casino, Las Vegas, NV.

For the Office: Write Now

Earth Share

Pens, pencils, crayons and other writing tools can leave their mark on more than paper. Rather than getting reused or recycled, these implements usually end up getting tossed in the garbage. What do you do?

Choose recycled. Several pencil and pen manufacturers now make their products from recycled plastic, newspapers, fabrics, even money. Read the label on the package before you buy.

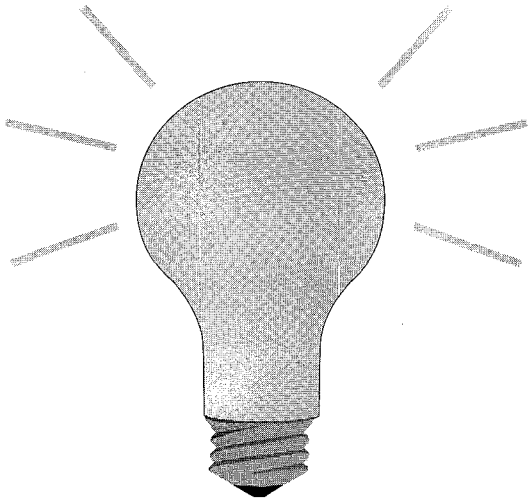
Buy refillables. "Mechanical" pencils and ballpoint pens can be refilled hundreds of times, as long as the pen or pencil casing itself does not break.

Avoid toxins. An increasing number of pens and markers are now available in nontoxic ink, as are crayons made from soybean oil instead of more dangerous chemicals.

Pick the best package. Buy pens, pencils and markers in bulk or out of reusable displays rather than in single plastic packages.

Earth Share, a federation of America's leading nonprofit environmental and conservation charities, promotes environmental education and charitable giving in workplace employee campaigns. For more tips or to find out how your workplace can help the earth, view Earth Share's website at www.earthshare.org or call (800) 875-3863.

Bright Ideas Save Millions



What is a good idea worth these days? A hardy congratulations from coworkers? A pat on the back from your boss? For employees at Haworth, Inc., the second largest office furniture manufacturer, a good IDEA can mean extra cash and vacation time, higher job satisfaction and more satisfied customers.

Since its beginning in 1989, Haworth's IDEAS Suggestion System, which encourages and rewards members for submitting, evaluating and implementing ideas to continuously improve all aspects of the company's operations, has resulted in more than 80,000 quality-improvement ideas and more than $60 million in cost savings.

To recognize members' initiative and creativity, the IDEAS program awards them with points, which equate to dollar amounts, based on the evaluation of their IDEAS by peers on the local IDEAS committee. Dinner celebrations and gift certificates further recognize exemplary participation in the IDEAS program. IDEAS Lifetime Achievement Awards, reached every 100 points, also allow members to earn additional compensation and vacation days.

Nancy Teutsch, vice president of human resources at Haworth, is a strong proponent of the IDEAS program. "The success of our member suggestion system shows the value of listening to every individual and recognizing their contributions. It's a continuous cycle: recognize people and they're motivated to work hard and smart, which in turn leads to more recognition and even higher performance," says Teutsch.

"Employee suggestion systems are a great example of empowerment, and proof that the best ideas come from the people closest to the work," says Teutsch.

Haworth's IDEAS program has picked up momentum over the past 18 months. Through April of this year, members have submitted more than 5,000 ideas, with 75 percent of them being implemented. In 1997, Haworth members set new records for the most ideas submitted (14,000), the most implemented (9,000), and the highest cost savings ($15 million—double the previous year's savings).

So, who are the people behind these ingenious ideas? To give just one example, Haworth's Wood Work Surface Team submitted a total of 366 ideas last year, one of which saved the company over $80,000. The majority of ideas are implemented by the work group in which they originate.

Timothy Murray, a Haworth production supervisor, applauds the teamwork promoted by the IDEAS program. "This is a living, breathing program where everyone really works together," explains Murray, who jointly submitted an IDEA in 1997 that saved the company more than $6 million. "Members feel a great sense of pride in seeing how their own suggestions contribute to the overall good of the company. Job satisfaction and customer satisfaction are the bottom-line results of IDEAS."

Haworth, Inc., based in Holland, MI employs over 10,000 members and has more than 60 showrooms worldwide. For more information, contact Chuck Hartlage, (616) 393-3936.

Music Licensing Update

The House has approved a bill to exempt retailers from paying a licensing fee simply because they play music to sell consumer electronics products such as audio equipment or television sets.

The provision was added to a copyright term extension bill (H.R. 2589) on a 297-112 vote. Also included in the legislation is a provision to expand the current exemption for small businesses from music licensing requirements. The measure now goes to the Senate, where passage could be difficult.

(Source: NARDA Independent Retailer, May 1998)

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Editor/Production: Karen G. Beagley

Offering Rentals Extends Convenience and Can Generate Revenue

By Cynthia M. Helson, editor

From Santa suits to bingo games to picnic shelters, rentals can be an added convenience for employees.

As you bring your employees more conveniences, contemplate how you can further reduce their errand time and possibly generate revenue. Consider providing items for employees to rent.

Examine your employee population. Ask employees if there are items they would like to rent. Imagine too that if marketed properly, your rentals can generate more foot traffic in your office or employee store.

Think of Celebrations

Celebrations usually last a short time and require decorations and equipment. One item to keep in mind that requires little overhead and has broad appeal is the wood signs showing a stork and announcing "It's a girl" or "It's a boy." Think in terms of items that appeal to many people who can use the items for short periods of time. Consider where you will store the goods and how they will be maintained.

Imagine how nice it would be if employees could come down to your office to rent Santa Claus or Easter Bunny costumes around the holidays. John Felak, CESRA, Operations Recreation Association, Aiken, GA, says he rents his two Santa suits for a fee of $10 for private parties and if employees are using it for a company community service project, it is free. There are no special rules for employees who rent it. Felak says though, "I don't require that people clean the suit when they return it, though I prefer that they get the suit cleaned before they use it so that it is clean for them." Offering Santa suits is just one way to serve employees, bring them in the door and tell them about additional employee services. Felak explains, "We've had these suits for a long time, it seems once employees hear you have a Santa Claus suit, they will come back to you for other things."

Quintin Cary, CESRA, HQ Army Recreation Service, Washington, D.C. rents one Santa suit and charges $15 at the time of rental for a 3-day period. Cary says, "We charge just enough to cover the cost of having the suit cleaned every two times."

Think of Summer Fun

Joe Kopinski, CESRA, Wisconsin Electric Power, Milwaukee, WI, loans out a picnic kit that has a volleyball net and poles, horseshoe kit and softball equipment. He does not charge employees for the rental though he does require advanced reservations for summer weekends. At American Family Insurance Group in Madison, WI, volleyball sets and other sports equipment can be borrowed by employees who request them. "[This service] has been around for so long, that employees just know it's available," says Dick Becker, CESRA, employee services manager at American Family. Becker adds, "I guess we should start promoting the rentals more."

Cindy Bennett, supervisor, employee activities, Olin Corporation, East Alton, IL, has an on-site park with many amenities that can be borrowed. Bennett tells employee association members in the membership brochure that one of the benefits of membership is that they can borrow softball, volleyball, basketball and other sports equipment plus portable grills, coffee pots,

punch bowls and rubber containers used to ice beverages. Carnival games and sports equipment can be used on-site while the beverage tubs, portable grill and a Bingo game can be taken off premises. At Northrop Grumman-Melbourne, Melbourne, FL, Richard Cook, senior employee services representative, offers similar items for employees to borrow and he promotes this service through in-house television advertisements, flyers and other promotional means.

Felak also rents places and things. He rents picnic shelters, rowboats and paddleboats. Some of these rentals become revenue generators. "We budget about $7,000-$8,000 as income for renting our four shelters at $25-$100 per day. We've had over 100 rentals per year, sometimes 150. I can tell how many rentals I've had based on our permit numbers." The rowboats and paddleboats bring in about $7,000 and these items are used on our premises. Operations Recreation Association's liability coverage allows members to come on park premises and it allows members of the association to bring an unlimited amount of guests. "We go out of our way to make the shelters and the park available to as many as possible. It would be a shame if such a nice facility was unused," comments Felak. Employees learn about the availability of the shelters through the company's intranet. "Through the intranet, we can get the word out to 15,000 employee customers each of who may belong to churches, civic groups, baseball teams or families planning reunions. They can rent the facilities and equipment for these purposes."

In addition to shelters, employees can rent a 20' x 20' tent as long as they use it on-site. For $125, the employee association staff sets up the tent and takes it down for a one-day rental. "It takes two staff members about 45 minutes to set the tent up and 20 minutes to take it down. Having staff set it up helps with damage control and scheduling," explains Felak who budgeted for one rental this year and will exceed his estimate with five additional rentals. The tent, which cost $2,000, paid for itself a couple of years ago.

Employees can also choose to rent carnival games such as a bean bag toss, ring toss, milk bottle toss, a roulette wheel and a dunking booth. Among these, the dunking booth, which is used mainly off-site, is the most popular," says Felak adding, "It cost $3,500, it's a stainless steel, 500-gallon tank on wheels that comes complete with balls available for $50 a day." Employees can use the tank for church carnivals, fund-raisers and other promotions. Felak also has broadened his customer base. "We've begun letting United Way use the dunking tank to take to companies in the area. "

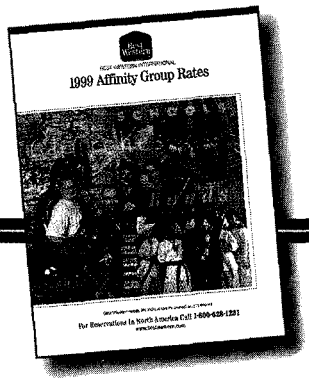
Think of Movies

Almost everyone likes to unwind by watching movies. Some NESRA members with employee stores have had great success with movie video rentals. Susan Daust, manager, Ceridian Corporation, Bloomington, MN, says she makes a 30 percent profit on her movie rental program. Last year, that translated to $1,200 profit. Daust inventories about 150 movies at a time, she offers mainly new releases. Employees pay $2.50 per day and movies rented on Friday can be returned on Monday for this price. On Monday and Tuesday employees can rent them for 99 cents. Beverly Chandler, senior clerk, Ralston Purina Corporation, St. Louis, MO also generates revenue by renting videos. During the week employees can rent movies for 95 cents per movie, per day and on Friday they pay $1.90 per movie and return the videos on Monday. Think of how nice it would be for employees to take care of this errand in your store. It sure would increase traffic and can increase sales of store items.

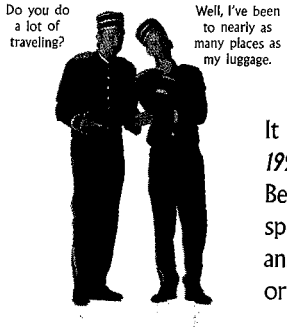
Conclusion

If you are considering renting items, evaluate these factors:

- What products would your employees like to rent?
- Will you make a profit renting the items or offer them solely as a service?
- Do you have the storage space to keep these items when they are not in use?
- How will you maintain the items?
- Will there be any requirements of those that rent the items?
- What is your standard rental time—a day, a weekend, a week?
- Do rented items need to be used on-site or can they be taken off-site?
- Who can rent them—employees, employees' families, charity groups?
- Will you aggressively market the rental.



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The Young & The Restless:

Serving The New Generation of Employees



"I think our generation is made of survivors. We don't let things get us down. We just keep moving forward, trying to better ourselves and our world."

-A Los Angeles X-er

By Catrina Cerny

In the spirit of recreation, let's play a game. It's called word association. Take a moment to relax, letting any other word pop into your mind at the mention of the given phrase. Ready? Here's the phrase: Generation X.

What did you come up with? Did you think of a word like "future" or "energy" or was it "slackers" or "self-serving?" Unfortunately, if this expression connotes negative terms in your mind, you share an opinion with much of America. Even the sound of the term itself is negative. Generation X-ers, the segment of the population born in the late 60s and 70s, are well-aware of the stigma defining the reputation of this group, and have become accustomed to being referred to as "problem children" or "lazy." Yet in the wake of these messages, we continue to thrive.

Why? Because we see ourselves in a different light, here to guide younger siblings, recreate communities, repair the environment, and focus agendas on issues that matter—education, healthcare, crime and pollution. Anxious X-ers are concerned with the political, environmental, economical welfare of the country, but holding little faith in the government believing that things won't change unless we work at a grassroots level. Our motivations, values and standards are unparalleled indeed, but they are, manifestations of ideals from the prior youth cultures of our time along with lessons learned from the adult cultures, all stock-piling in the few years before the millennium.

The fact is that many Generation X-ers are in the workforce, or will be entering it soon. We are an eclectic bunch with diverse interests; a difficult population to serve IF you ignore what makes us tick.

What Makes Us Tick

Technology provided the waves of information we swam through during developing years, learning important facts about our country at an impressionable time. For instance, we learned how in days before the music halls and race tracks, people worked too hard and lived too short; that the 1920s fostered self-expression and personal satisfaction and how the 30's devastation reminded people not to go over-

board. We know families were distressed while soldiers suffered during and after World War I. We know the 50s lent themselves to the affirmation of social divisions that depended on academic success and access to money. We know about the "greaser" and the 'soc' and how from these extremes the "hippies" emerged against the social ladder created before them. We know of Jack Kerouac and the opposition to the Vietnam War when, again, families suffered. We learned that people were (and are) separated for an array of reasons, including race, religion, sex and political beliefs. We learned of radical youth. We realized that our scope could not be confined to America; history is made all around the planet.

Meanwhile, in the activism of the 70s we sang "The Wheels on the Bus Go Round and Round;" and in the conservatism and idealism of the 80s, we sat down in front of our televisions to the "After School Special" about cigarettes and step-families, well-aware of hard drugs, gang violence and teen pregnancy.

The children of this technology age have observed and absorbed a lot from recent history. In general, we have learned to be individuals, to think for ourselves, and to encourage everyone to do the same. Social class is a fallacy and does not define character *or* worth. We understand the importance of health and exercise. We nourish our bodies, but not before our minds. We know the value of a good education in such an increasingly competitive job market, and that the job market could always be worse. We know the planet Earth is both powerful and delicate; it demands respect. We have learned that experience builds character and no one should be ashamed to be themselves. We've been told time and time again, that life is short and we need to take risks. We like adrenaline. We do not believe that children are "to be seen and not heard." We try to not only tolerate but accept different people and their interests. We have learned we need to express ourselves to be connected. We have learned that you need not suffer alongside someone in order to empathize. Simply making it through this world deserves all the respect one can offer to another human because we all are put to life's test.

What does all of this have to do with employee services? Keep in mind that individuals choose activities in accordance with their beliefs and motivations.

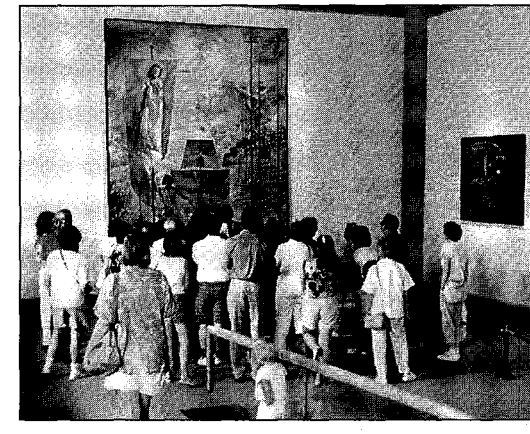
Serving This Population

I have identified some generalized interests of Generation X, and described programs that may be attractive to Generation X employees.

Community Welfare

Many X-ers believe in the phrase "Think Globally—Act Locally" in order to reclaim our communities and children. At Janus Funds, Denver, CO, Nancy Bruner-Koontz, events manager, organizes volunteer groups for youth-at-risk organizations (mentioned below) and finds that young employees get involved. Beyond youth-at-risk organizations, advocates of community and environmental issues are mentioned. Call these organizations for information on how to market these programs to your employees who may wish to form a volunteer group.

- **Youth-At-Risk**
  Boys & Girls Clubs of America—
  (404) 815-5700
  Big Brothers /Big Sisters of America
  Please check your yellow pages for the agency nearest you, or call (773) 693-8080 to start a program in your area. For general information, call the National Headquarters at (215) 567-7000.
- **Community Service**
  Adopt-A-Highway—Call your Department of Transportation or
  Habitat For Humanity—1-800-HABITAT
  Wilderness Society—www.wilderness.org



The Salvador Dali Museum, photo courtesy of Florida's Pinellas Suncoast.

Self Expression/Environment Reflection

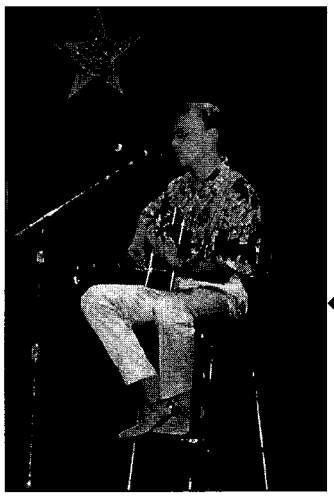
The creative energy fostered by the fine arts is utilized for stress relief and self discovery. Mentioned below are specific art interests of X-ers with club suggestions for each.

- **Music**—It is a common ground to many young people, serving as the true "universal language." Many X-ers consider music a sacred entity in their lives, valuing the unique expressions of each genre of music. In addition to listening to music, many young adults make their own. NESRA

Member Mark Banuelos, administrator of Jet Propulsion Lab's recreation club, Pasadena, CA, formed a music club in which instrument-playing employees hold jam sessions with others interested in similar styles of music. Specialty bands (jazz, rock, etc.) are formed within this club that is the perfect source for extra practice and exposure to fellow musicians.

Also, for those of us who enjoy listening to others make music, offer discount tickets to concerts and local shows. Ask Generation X employees to offer suggestions of local musical attractions of interest.

- **Art, Sculpture, Painting, & Photography**—These forms of expression allow us to represent our perception of the world in ways that words cannot describe. NESRA member Pamela Hahler, CESRA, employee recreation coordinator at Gates Rubber Company, Denver, CO, encourages art by holding art shows on site, where employees can display and sell their work to fellow employees and to the public. Your company may also wish to offer discount tickets to art museums and art galleries. Jet Propulsion Labs finds that many young people are interested in the art gallery tickets. Like NESRA President Phil Hall, CESRA, at Compaq Computers, Houston, TX, you can hold a creative photo contest, including incentives for the winner in several different categories of your choice, or inquire if your employees want to start a photography club.



- **Performing Arts**—Find out if your employees are interested in acting and the performing arts. You may discover there is enough interest to form a private group of actors. If not, offer discount tickets to local theatrical productions or organize a group trip to a popular play.

Travel & Special Events

- **Travel**—We benefit from exposure to new places and experiences, broadening our cultural acceptance while celebrating diversity. Your company may wish to aid employees in their traveling efforts by offering discounts on travel necessities, such as resorts and rental cars. Also, supply information on local attractions and nightlife by calling the Visitors's Bureau or Department of Tourism in any state and asking for their Vacation Planner Guide. Most states will supply you with more information than you would imagine!

Gates Rubber Company has sites in many other countries and has developed a Travel Club. One feature of this club is a type of exchange program in which the employee services department acts as an intermediary for traveling workers. A worker from the U.S. can visit another country, stay with an employee of Gates in a particular country and save accommodation dollars. This way, the traveler saves money *and* gets to meet people from this culture on a more personal basis. Then, the favor is returned at a later time by the American worker. What a great idea! Perhaps your company has branches across the nation or even in other countries!

- **Holiday Parties/Picnics**—Everyone loves a good party, and the more creative, exciting stuff going on, the better! Increase employee involvement by trying something a little off the beaten path of traditional holiday parties and picnics. For example, Nancy Bruner-Koontz at Janus Funds hired a 70s retro-band to play for their Christmas party. Your company may want to try a Blues, or Reggae band.

Janus also held Latin Dance lessons during a picnic, themed "Fiesta Latina." The younger employees loved this idea. So try something new with your company parties; be sure there is something for everyone and keep your young employees participating.

- **Challenge/Outdoor Adventure**
People gain a sense of self-identity through adventure and the natural environment. With today's busy lifestyles, less and less time is available to be spent outdoors, so environmental enthusiasts can't wait to get out there. Furthermore, many young people make fitness a priority so they are attracted to athletic involvement.
- **Adventure**—get a group together to learn scuba or take a skiing trip. Go river rafting, backpacking, mountain-biking, skydiving, bungee jumping, or water skiing. Jet Propulsion Lab employees have a ton of fun with these types of activities.

Gail Mametsuka, employees activities director at University of California at San Francisco (UCSF)-Empact! finds that younger participants participate in kayaking, snow-boarding, and rock-climbing.

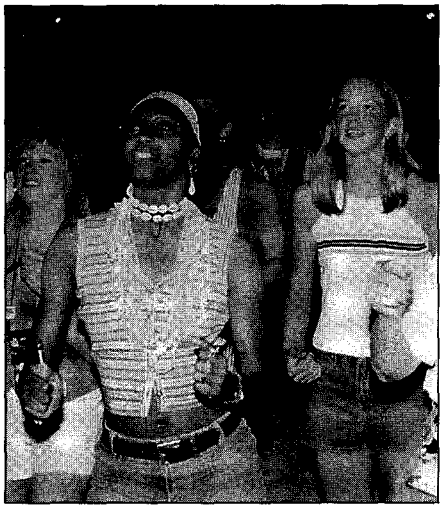
- **Athletics**—Perhaps your company holds "corporate games," or a marathon. Offer some incentives suitable for a young employee to get them involved. Help out a great cause by participating in a race or other competition. UCSF-Empact! helps raise money in the Aids Walk by getting a group together through their newsletter. A diverse group participates, including many young people.

Social Involvement/Special Interests

Generation X-ers anticipate a high level of job satisfaction. Part of this satisfaction is feeling connected to others professionally and personally. We hope for comfort in our workplace to live low-stress, highly-productive career lifestyles. Implementing a program encouraging social interaction can boost morale and foster group cohesiveness, benefiting your employees and the company. Keep in mind that young employees may have moved from different cities and might like to meet someone to "hang out" with. Furthermore, recognizing fellow employees with similar interests may be difficult in some corporate settings where outside interests are not discussed. Get over this hump by encouraging employees to come forward with their ideas for special interest groups or hobby clubs.

- **Social Involvement**—Compaq Computers has a club strictly for social events. This is a great idea to unite people. Through participation, new employees entering the company may have an easier time getting adjusted. Compaq's club watches Monday Night Football, attends concerts such as the Lilith Fair, goes tubing, participates in wine-tasting and murder mystery dinners, enjoys comedy clubs and art museums, and much more.

- **Special Interests**—Ranging from cars to literature, music to animals, encourage your employees to get together for a common cause. Among us you may find a group of poets, gardeners, even home-brewers who would love to share these passions. For instance, UCSF—



Empact! has a poetry group for enthusiasts to share their works and to get feedback. Poetry readings are held at a library, where a public audience is invited to hear the voices of these poets, young and old.

Offering any combination of these programs will enhance your company's attractiveness to the new generation of workers. Our generation's interests are broad and diverse, giving you the freedom and opportunity to offer programs that are new and different. Let your young employees know you consider them an asset and want to add to their lives by offering programs and services with their needs in mind.

Catrina Cerney is a graduate of Southern Illinois University, Carbondale, IL, where she majored in recreation. She served as staff intern at NESRA Headquarters, in the summer of 1998. Questions or Comments? Call Catrina at (847) 259-9049.

Marshall Freeman, chairman, Miller-Freeman Inc. Speaks on the Value of Attracting and Retaining Employees

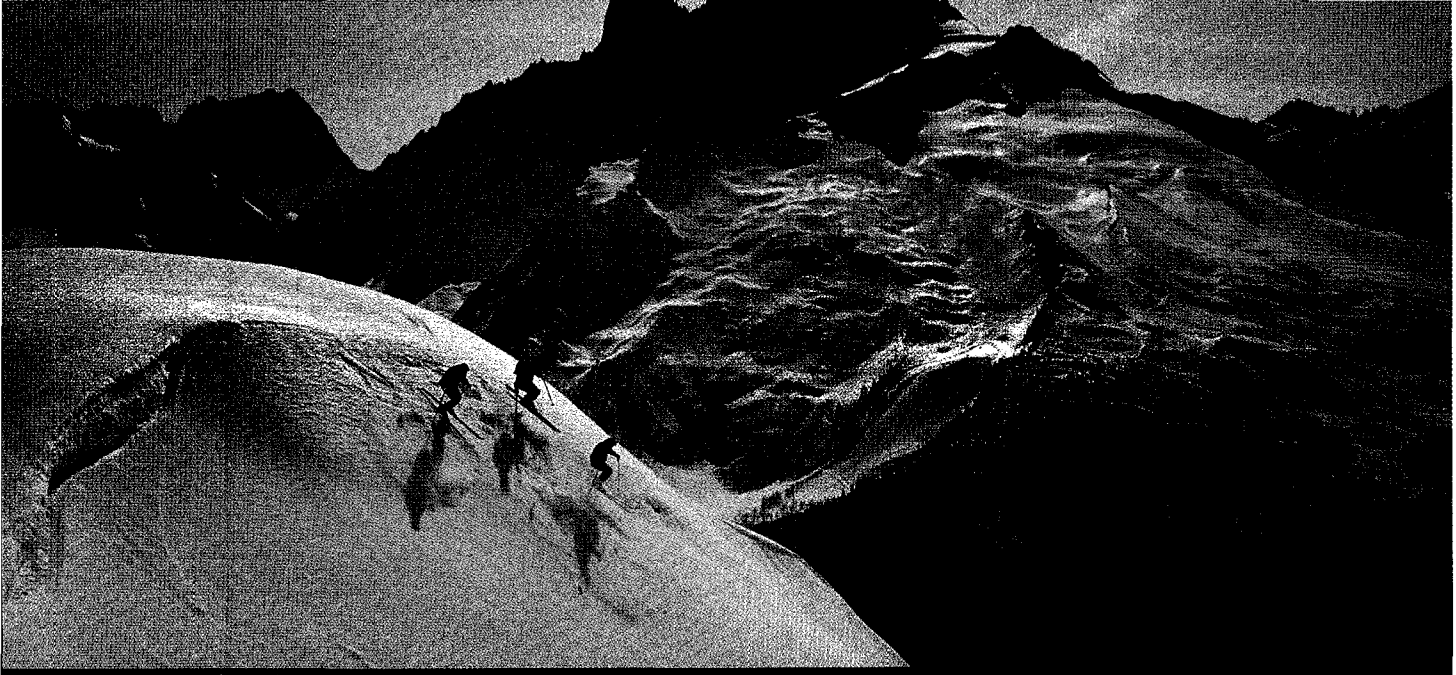
"There is a definite correlation between a company's attractiveness as a place to work and performance, although it's not clear which comes first."

Publishers used to concentrate on growing revenues and profits, maintaining market leadership, developing new products and a corporate strategy, says Marshall Freeman, chairman, Miller-Freeman Inc., San Francisco, CA. "But in the last few years a new component has surfaced: the workforce. We've had a lot of ideas, but we haven't had the people to implement them. We have 100 vacancies. We can't fill them. And each year, we need 8 percent more people. There's also a very strong turnover rate in our business." Freeman says he has heard of turnover rates as high as 20, 30 and 40 percent a year. At Miller-Freeman, it's 17 percent. "That means that over half of our workforce will change every 4.2 years," he says. "We have to increase that retention rate. As an industry, we must respond to workforce problems and know why people are coming and leaving," says Freeman. "And we must make sure recruiting and retention efforts respond to that. The value of an employee who stays with you goes up dramatically. You're missing out if you don't keep employees for a long time." There is a definite correlation between a company's attractiveness as a place to work and performance, although it's not clear which comes first. What atttracts people today, according to a *Fortune* study cited by Freeman are:

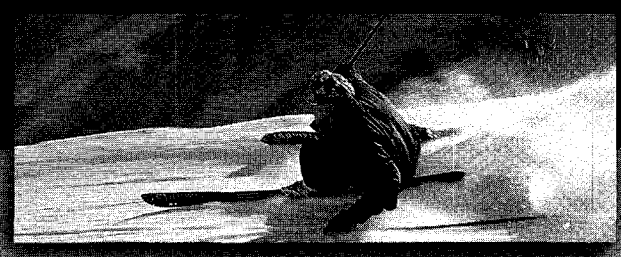
1. inspired leadership
2. knockout facilities
3. a sense of purpose
4. perks (most common perks today, according to *Fortune*, are childcare resources and referrals, relocation services, casual dress, eldercare, personal travel services, on-site ATMs and subsidized cafeterias)
5. training, and
6. actual empowerment.

How important is compensation in retaining people? "With some people it's critical," Freeman says. "In general, in the long term, that's not it. In most cases the people we lose over compensation issues are butterflies."

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NESRA Invites You to Las Vegas!



NESRA's 58th Annual Conference and Exhibit April 25-29, 1999

NESRA's 58th Annual Conference and Exhibit will take you to Nevada, home of lively Las Vegas and the breath-taking desert and relaxing Laughlin area.

Here you'll enjoy an extraordinary mix of history and culture, wide open spaces, challenging golf courses, and legendary brand of gaming and world-class entertainment.

Las Vegas has become one of the world's most popular places to meet and play. From the glittering resort, gaming and entertainment centers to the great outdoors, Nevada provides perfect venues for any group or individual. Add to this a wide array of state-of-the-art resorts, hotels, and meeting facilities, and it's easy to see why Nevada is a winner for NESRA, bringing record numbers of attendees to NESRA's conferences held in this exciting state.

Las Vegas

Along with great resorts and meeting spaces, the city's famed entertainment options draw many first-time and repeat visitors. Quite simply, Las Vegas marquees are the envy of other resort cities and it's easy to see why the city calls itself the "Entertainment Capital of the World."

Marquees announce performances by Celine Dion, Natalie Cole, Bill Cosby, Liza Minelli, Julio Iglesias, Siegfried and Roy, David Copperfield, Tom Jones, Barbara Mandrell, and virtually every other name on the

nightclub and concert circuit. Long-running production shows booked at several resort hotels allow visitors a wide variety of choices, ranging from EFX, a special effects spectacular, to the lavishly costumed Folies Bergere, which has been on the Las Vegas Strip since the 1960s.

Lounge entertainment and the wide range of resort shows, shopping, dining, museums, and more mean there's never a dull moment inside any Las Vegas resort or attraction. As can be expected, there are a wide range of convention services and operators to arrange unique events. There are more than 50 destination management companies in the city, and with names like Inventive Incentives and Convention Ease you can see there's help available.

The unique facilities and entertainment options in Las Vegas may keep many meeting attendees indoors day and night, but others could be attracted to outdoors activities just outside the city. There are day-trip outings to Red Rock Canyon, Lake Mead, the Hoover Dam, Mt. Charleston, the Grand Canyon and much more.

Take a peak at these museums and attractions that await you.

Museums

- **Boulder City/ Hoover Dam Museum**
  444 Hotel Plaza, Boulder City, NV 89005, Open 10 a.m.-4 p.m. Ph. (702) 294-1988
  Free movie screening, "The Construction of Hoover Dam," and historical memorabilia relating to the workers and construction of Hoover Dam. Gift shop. Donation.
- **Guinness World of Records Museum and Gift Shop**, *2780 Las Vegas Blvd. South, Las Vegas, NV 89109, Open daily. Ph. (702) 792-0640*
  Over 35 displays bringing the Guinness Book of Records to three dimensional life via life-size replicas, computerized data banks and color video.
- **Imperial Palace Auto Collection**
  3535 Las Vegas Blvd. South, Las Vegas, NV 89109, Open 9:30 a.m.-11:30 p.m. Ph. (702) 794-3174
  More than 250 antique, classic and special interest automobiles located in a plush, gallery-like setting on the fifth floor of the hotel's parking facility.
- **Las Vegas Natural History Museum**
  900 Las Vegas Blvd. North, Las Vegas NV 89101

NESRA's Conference Attendees Will Enjoy the Excitement

Only at the Rio

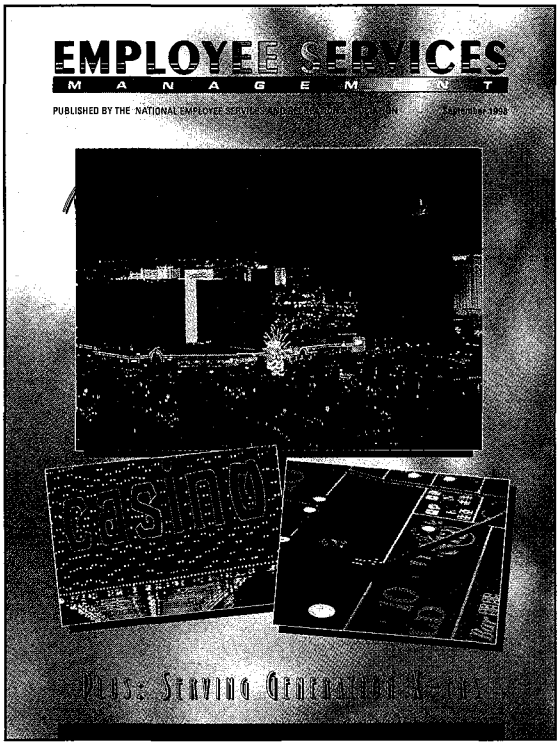
VEGAS STYLE!

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LAS VEGAS
"Overlooking The Las Vegas Strip"

Famous for its award winning restaurants and its exciting gaming, the Rio Suite Hotel & Casino overlooks the Las Vegas Strip, one block west on Flamingo Road, (just off I-15). Seven years after the hotel opened, on February 7, 1997, the Rio unveiled its 41-story Masquerade Village, a combination of entertainment, food, shopping, luxury accommodations and gaming, woven together in an ongoing carnivale atmosphere. This wonderful property is the only all-suite hotel/casino featuring 2,563 suites, each with a minimum of 600 square feet.

CASINO:
The casino encompasses 120,000 square feet of gaming, featuring more than 2,500 slot machines and over 100 table games as well as a full-service race and sports book and poker room.

RESTAURANTS:
Antonio's Ristorante—Fine Italian cuisine.
All-American Bar & Grille—Steak and seafood; features a collection of American-made beer and wine.
Beach Cafe—The best Italian, Mexican and Chinese specialties, open 24 hours.
Bamboleo—Traditional south-of-the-border specialties.
Buzio's Seafood Restaurant—Oyster and seafood bar with an open-show kitchen.
Carnival World Buffet—From the Orient to Italy to Brazil, the all-you-can-eat buffet with 11 distinct dining experiences from around the world.
Fiore Rotisserie & Grille—Rotisserie-grilled steaks, seafood and poultry.
Fortunes—East meets west for a celebration of the senses in Chinese fine dining.
Mama Marie's Cucina—Italian specialties and pastas.
Mask—Cuisine from the far East.
Napa Restaurant—A country French gourmet featuring Chef Palladin and more than 600 selections of wine.
Toscano's Deli & Market—New York-style deli and bakery.
The Village Seafood Buffet—Fresh seafood flown in daily.
The VooDoo Cafe—Serving the best of the Bayou with a spectacular view and lounge.



Open 9 a.m.-4 p.m. Ph. (702) 384-DINO
Features animated dinosaurs, Southern Nevada's plant and animal life, international wildlife room, shark exhibit with live sharks, children's hands-on exploration room, and gift shop.

- **Liberace Museum**, *1775 E. Tropicana Ave., Las Vegas, NV 89119, Open 10 a.m.-5 p.m., except Sun. 1-5 p.m. Ph. (702) 798-5595*
  The museum displays automobiles, pianos, Liberace's wardrobe, the world's largest rhinestone and memorabilia. Donations benefit the Liberace Foundation for the Performing and Creative Arts.
- **Lied Discovery Children's Museum**
  833 Las Vegas Blvd. North, Las Vegas NV 89101, Seasonal Hours. Ph. (702) 382-3445 Open 10 a.m.-5 p.m. Wed.-Sat., noon-5 p.m. Sun., closed Mon.-Tues. except most school holidays.
  Touch, see, explore and experience over 100 hands-on exhibits in one of the country's largest children's museums.
- **Magic and Movie Hall of Fame**, *3555 Las Vegas Blvd. South, Las Vegas, NV 89109 Open 10 a.m.-6 p.m., Tues.-Sat. Ph. (702) 737-1343,*
  "Hall of Fame" museum is a 20,000-square-foot attraction that features a museum of magic, ventriloquism and movie memorabilia. FREE afternoon magic shows with purchase of museum ticket.
- **Nevada State Museum and Historical Society**
  700 Twin Lakes Dr., Las Vegas, NV 89107 Open 9 a.m.-5 p.m. Ph. (702) 486-5205
  A nationally accredited museum located lakeside in Lorenzi Park presents Southern Nevada's history from mammoths to gambling. Galleries: Biology, Earth Science, History/Anthropology, Museum Store.

Attractions

- **Art Encounter**, *3979 Spring Mountain Rd., Las Vegas, NV 89102, Open 10 Tues.-Fri.; noon-5 p.m., Mon. & Sat. Ph. (702) 227-0220*
  Nevada's largest fine art gallery. Over 100 international, national and local artists on exhibit. Virtually every medium and subject matter. Paintings, sculpture, jewelry, pottery, glass.
- **Cinema Ride (The Forum Shops at Caesar's)**
  3500 Las Vegas Blvd. South, Ste. J1, Las Vegas, NV 89109, Open 11 a.m.-11 p.m. Ph. (702) 369-4008
  Adventure of a lifetime! The first three dimensional motion simulator ride. Flight simulator capsules move in six degrees of freedom creating the most realistic ride possible.
- **Circus Circus Theme Park-Grand Slam Canyon**, *2880 Las Vegas Blvd. South, Las Vegas, NV 89109. Open daily. Free admission. Ph. (702) 794-3939*
  Over 2.4 million visitors have experienced five acres of thrilling rides, attractions, and shows for all ages amidst classic desert caverns, pinnacles, and cliffs.
- **Cowboy Trail Rides/Red Rock Canyon Riding Stables**, *1211 S. Eastern St., Las Vegas, NV 89104, Open daily. Ph. (702) 387-2457 or 595-3738*
  Enjoy horseback riding at its best! Hourly, half-day, full-day and overnight rides. Wild mustang viewing, sunset rides with barbecue dinners, and much more.
- **Desert Demonstration Gardens**, *3701 W. Alta Dr., Las Vegas, NV 89153, Open daily. 8 a.m.-5 p.m. Ph. (702) 258-3205*
  Learn to create a "water smart" garden at

The Rio Suite Hotel & Casino Presents Excitement and Entertainment in a World-Class Setting

WINE CELLAR:
The Wine Cellar Tasting Room & Retail Shoppe—The world's largest public collection of fine and rare wines along with a complete line of tasting accessories and gifts. Open Mon.-Thurs. 11 a.m. to 1:30 a.m. and Fri.-Sun. 10 a.m. to 1:30 a.m.



RETAIL:
More than 60,000 square feet of retail space is located throughout the two levels of Masquerade Village, which include: ***Alegre, Ben & Jerry's Ice Cream, Bernard K. Passman Gallery, Davante, Cashman Photo Magic, Garys Cole Haan, Mardi Gras Cigars, Elegant Pretenders, Garys Island/Dick's Last Resort, Guess? Footwear, Houdini's Magic Shop, Kid Vegas, Money Magnetz, Napa Valley Gourmet, Nicole Miller, Nawlins, Reel Outfitter, Rio Logo & Gift Shop, Rio Sundries, Roland's Boutique, Speedo Authentic Fitness, Watch Zone*** and more.

ATTRACTION:
Masquerade Show in the Sky—The first indoor entertainment experience of its kind in Las Vegas. Rio visitors are invited to take a magical journey aboard fantasy floats as they glide above the crowd to an orchestration of music, dance and celebration.

ENTERTAINMENT:
Danny Gans—"Entertainer of the Year," master impressionist/comedian featured Wednesday through Sunday at 8 p.m. in the Copacabana Showroom.
Club Rio—A 90s-style, dance-music-video night club open nightly at 10 p.m. in the Copacabana Showroom.



GOLF COURSE:
Rio Secco Golf Club is an 18-hole championship course, designed by famed course architect Rees Jones and home of the Butch Harmon School of Golf.

SPA & SALON:
Rio Spa and **Michael's Salon**—Located on the casino level, the amenities include workout facilities, a steam room and whirlpool. Rio Spa is open from 6:30 a.m.-7 p.m. (8 a.m.-7 p.m. Sundays), and Michael's Salon is open from 9 a.m.-7 p.m. daily.

ENTERTAINMENT FACILITIES:
Masquerade Village main event stage; Ipanema Bar; the Outdoor Event Center; Mambo's Lounge; VooDoo Lounge and Club Rio.

OUTDOOR FACILITIES:
A sand beach lies at the edge of a tropical lagoon, complete with waterfalls, three nautical-shaped swimming pools, and three Jacuzzi-style spas. Outdoor recreational areas also include an entertainment center for special events, two sand volleyball courts and beverage and dining services.

Learn to create a "water smart" garden at the horticultural resource center for Southern Nevada. Offers free literature, classes, and a self-guided tour.

- **Flyaway Indoor Skydiving,** *200 Convention Center Dr., Las Vegas, NV 89109 Seasonal hours. Ph. (702) 731-4768*
  Flyaway is a 21-foot vertical wind tunnel where you can fly without wings. Test your skills and experience the most unique sport sensation today.
- **Forever Resorts**, *Callville Bay Marina-Lake Mead, Ph. (702) 565-4813. Cottonwood Cove Marina-Lake Mohave Ph. (702) 297-1005*
  Full-service marinas offering houseboat vacations, small boat rentals, gas, and gift stores. Experience Callville's lounge and nightly barbecues or Cottonwood Cove's Oasis cafe and motel.
- **Las Vegas Art Museum,** *9600 West Sahara Ave., Las Vegas, NV 89117. Open 10 a.m.-5 p.m. Tues.-Sat., 1-5 p.m. Sun. Ph. (702) 360-8000*
  Located in new $20-million facility, LVAM showcases contemporary international, national, and regional art, plus art from U.S., Europe, and elsewhere spanning earlier centuries.
- **Moonstruck Gallery**, *6322 W. Sahara Ave., Las Vegas, NV 89102. Open 10 a.m.-7 p.m. Mon.-Sat. Ph. (702) 364-0531, (800) 421-9133*
  Voted "Best Art Gallery in Las Vegas," 1995 RJ poll. International award-winning gallery features limited edition prints, pottery, jewelry, handcrafted musical instruments, music, books, framing.
- **Scandia Family Fun Center,** *2900 Sirius, Las Vegas, NV 89102. Open 10 a.m.-11 p.m.; weekends 10 a.m.-12 a.m. Ph. (702) 364-0070*
  South of Sahara on Rancho. Offers miniature golf, Lil' Indy raceway, bumper boats, batting cages, video arcade, and snack bar. Group rates available.
- **Southern Nevada Zoological-Botanical Park** *1775 N. Rancho Dr., Las Vegas, NV 89106 Open daily at 9 a.m. Ph. (702) 647-4685*
  Chimpanzees, parrots, eagles, ostriches, venomous reptiles, big cats, the only family of Barbary Apes in the U.S. "Nevada's Wildest Family Entertainment."
- **The Fremont Street Experience,** *425 Fremont St., Las Vegas, NV 89101 Shows every hour on the hour dusk-11 p.m., midnight Fri.-Sat., Ph. (800) 249-3559*
  A pedestrian promenade surrounded by famous casino resorts and featuring a variety of animated, computer generated light and sound shows happening high overhead.
- **Ultrazone: The Ultimate Laser Adventure** *2555 S. Maryland Pkwy., Las Vegas, NV 89109, Open daily. Ph. (702) 734-1577*
  Three-team laser adventure game played in thick fog, where sharp reflexes and high-tech lasers are your only defense. Where virtual stops—and reality begins...

Laughlin

Just 90 miles to the southeast of Las Vegas, Laughlin is a great meeting and incentive destination in its own right and is also an ideal multi-day excursion possibility. The year-round playground basks in near-perfect weather while offering 11,000 resort hotel rooms, big name entertainment, a number of world-class casinos, the natural wonders of the Mohave Desert, and the water-related activities of the Colorado River.

Don Laughlin envisioned building a resort when he first flew over the area in 1966. He bought a boarded-up motel that evolved into the 28-story, 10,405-room Riverside Resort Hotel and Casino, the cornerstone of one of the fastest-growing resort destinations in the state.

By 1972 there were three casinos and a permanent population of 100 persons in Laughlin. Now more than 14,000 Nevada and Arizona residents work in the Laughlin resorts—the Riverside, Golden Nugget Laughlin, Pioneer Hotel & Gambling Hall, The Regency Casino, the Edgewater Hotel & Casino, Gold River Gambling Hall and Resort, The Colorado Belle Hotel/Casino, The Ramada Express, Harrah's Laughlin, Flamingo Hilton Laughlin, Bay Shore Inn, and Crystal Palace Motel.

The city's founder built a $3.5 million bridge to Arizona. Downstream, another bridge connects Arizona to the Fort Mojave Indian Reservation in Nevada, site of the Avi Hotel & Casino. Because of the popularity of Laughlin, officials are studying sites for a third bridge.

Outside the resorts, Laughlin has much to offer. The 250,000-square-foot Horizon Outlet (shopping) Center in the heart of the gaming district on Casino Drive opened in 1996, providing great prices to visitors on a wide range of items. Of course, there's a variety of outdoors things to do just outside town, too.



Mark Your Calendars!

NESRA's 58th Annual Conference & Exhibit April 25 - 29, 1999 at The Rio Suite Hotel & Casino Las Vegas, NV



REGISTRATION FEES	Prior to 3/19/99	After 3/19/99
Organizational NESRA Member	$480	$495
Non-Member	575	595
Associate Member non-exhibiting	800	850
Spouse	210	225
College Student	150	165
Retiree	75	75

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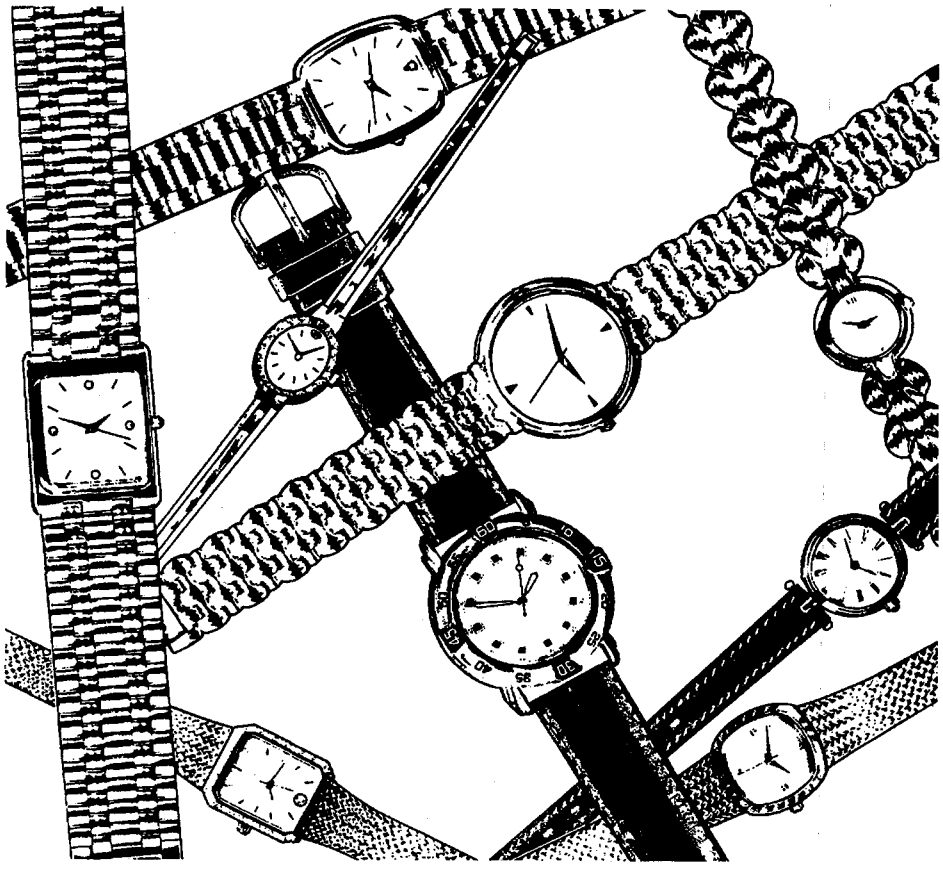
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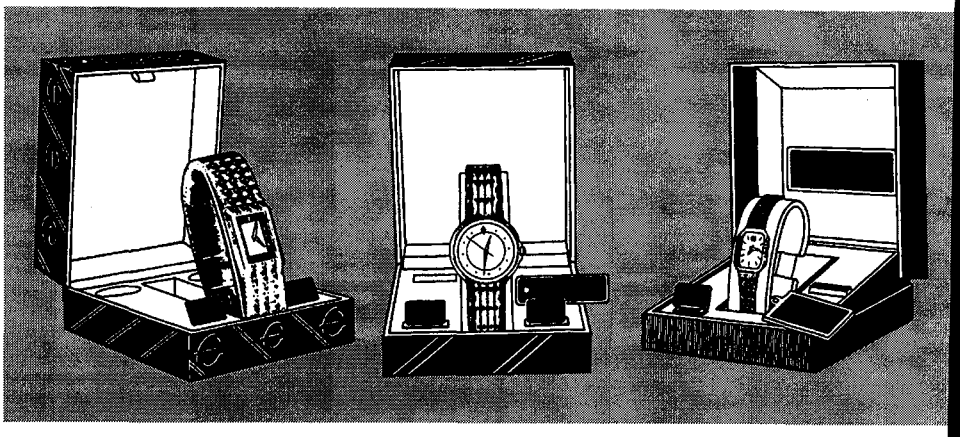
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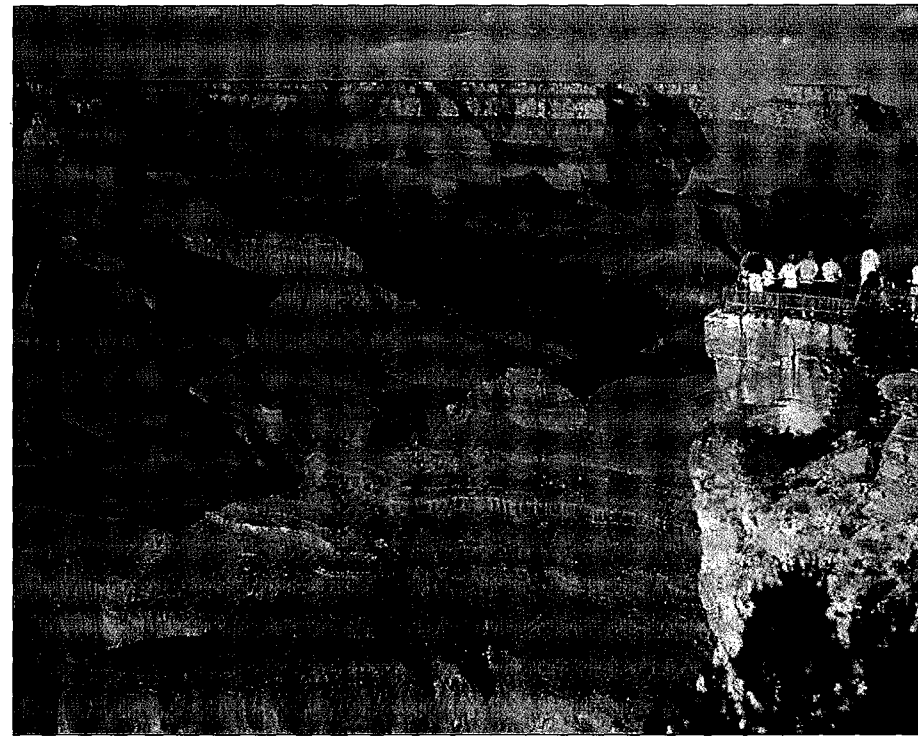
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Pitfalls to Avoid When Planning Gr up Travel

by Cynthia M. Helson, editor



This group of Collette Tour travelers take in the enormity of the Grand Canyon on a trip that creates wonderful memories.

If you plan group vacation travel, you are a savior for those employees that need a vacation, but don't or won't make the time to plan one. Making it easy for employees to go on a ready-made getaway helps relieve employees' stress and adds reenergized employees to the workplace.

You already know that behind all the fun times employees have are hours of planning and detail work on your end. To help with your group travel planning, I called NESRA National Associates specializing in travel to ask them to identify some common mistakes made when coordinating a group trip and to offer suggestions on how you can avoid them.

Assuming you have surveyed your employees or used some other tool that indicated employees will participate in group journeys, your first job is to find a travel coordinator that specializes in pleasing groups. Joan McCarty, MCC, executive vice president, Specialty Travel, St. Petersburg, FL, says, "Many times people call me because they didn't check the qualifications of their first travel coordinator. If you walk down the street, we have become like gas stations, there is a travel coordinator on every corner. Not all of us work with groups. It's important that the agency you call take time to ask you questions that qualify you as a customer they can satisfy. I ask people, why they called, what is the goal of the trip, if they've done a trip before, what did they like and what didn't they like about it. The travel coordinator should make sure their specialty matches what the customer needs. Mistakes can be expensive and embarrassing." You can research the coordinator in many ways. Check with the Better Business Bureau and the Attorney General's Office to find out if there are any claims against the company. McCarty urges you to "Talk with other NESRA members, NESRA is a great networking tool. Ask others who they used and if they have done right by them." Make sure your coordinator is licensed and keeps current on the latest education and training in the field. Inquire if your coordinator can gracefully handle an emergency such as a fellow traveler needing emergency medical care. Find out why your coordinator entered the travel business. His/her answer to such a question may tell you more about the person. Think of what it means if they said they want to see the world versus they wanted to deliver professional service. It may seem like it takes too much time to do this homework but not doing it can cost you a lot more time and your employees' money.

Once you have chosen your travel coordinator, begin planning the trip.



Bringing employees to breathtaking sites such as the Swiss Alps Collette Tours trip shown above, is just half of the job. Make sure employees know what proof of citizenship they must present to authorities along the way.

Jackie Rudd, manager of Leisure Sales, Princess Vacations, Inc., Ft. Lauderdale, FL, makes these recommendations for those planning a group trip.

1. **Choose a destination that will appeal to employees in a broad range of age groups.** Make sure available activities will appeal to various ages and activity levels.

2. **Go to the destination, if possible, to confirm that it delivers what you've come to expect.**

3. **Become knowledgeable of the destination.** Gather plenty of printed material that highlights the special features of the destination and its activities. Be able to answer questions about the vacation area.

4. **Know how to pitch the destination so that it will appeal to your group.**

5. **Clearly list what will be included in the trip on promotional materials.** Clearly state the rules of when the deposits are due, when final payment must be made and when refunds will be given. Bob Scalise, manager, Associated Travel Service, Inc., Daytona Beach, FL, says, "People have good intentions of following through on things like paying deposits on time, but they get busy and forget and try to pay late. Expect this and pad your published deadlines by one week to 10 days. For example, if a deposit is due on November 20, tell your group it is due November 10." Associated Travel Service, Inc. specializes in family travel where they prefer to work one-on-one with the traveler.

6. **Hold a kick-off party for those who want to sign up for the trip.** Many travel agencies offer balloons, videos and other supplies to help build excitement and secure sign-ups at the party.

7. **Use large print on many communications to remind travelers when proof of citizenship is required.** Tell travelers what is acceptable proof of citizenship and how they can obtain it. Confirm what is acceptable proof with your destination, it does vary sometimes. Rudd says, "The Bahama authorities will accept a birth certificate with a photo identification card, or a passport or an expired passport (up to five years)."

8. **Plan a team building activity during the trip.** Rudd says, "It's popular to host a golf tournament so that men and women can get to know each other during the trip."

Build Momentum With Promotions

Karen Jutras, national telesales supervisor, Collette Tours, Pawtucket, RI, has noticed that, "One of the common mistakes people make is that they don't promote the trip enough. They don't continue to raise employees' awareness by repeatedly showing new posters, playing videos and asking travel coordinator representatives to come out and answer employees' questions or make video presentations. The best way to promote a trip is to ask a travel agency representative to come out during a lunch hour or in the evening, serve refreshments, make a video presentation and highlight the destination. An event like this builds excitement about the destination and generates camaraderie among fellow employees." When Jutras speaks about a destination she doesn't first mention the ocean or a landscape feature, she mentions an event, usually an event that people can share.

She paints of picture of where travelers can be to be a part of something famous, historical or fun like going to San Antonio for New Year's or Pasadena for the Rose Bowl or to London for a Dickens' Christmas Program. This may help sell your trip.

Jutras also recommends that you ask your travel coordinator what type of promotional materials are included in the price of the trip. "We provide what we call 'Buck Slips' that can be inserted with paychecks or distributed at an information center. A representative will come out and give a presentation for free as well.

Inquire About Service

Keep in mind your own training. You want to choose a travel coordinator that will make you look good, show you how to promote a trip and help you answer questions when they arise. Ask if your travel coordinator will come out to demonstrate how to complete needed paperwork and investigate their track record for replying to employees' questions. Look for an agency that has a qualified staff who has traveled to the places you are going and who will pleasantly answer you and your employees' questions.

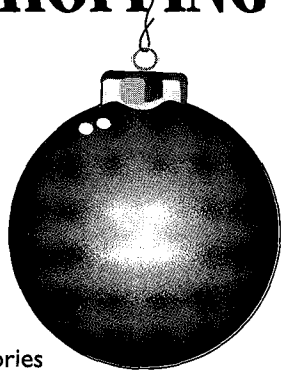
Conclusion

Following this advice can help you deliver relaxed, energized and re-created employees to your workplace. Take the time to research travel agencies before choosing one. Select one that specializes in group travel, that will help you promote the event and one that is knowledgeable of destinations, lodging and that keeps current with his/her training. Promoting a trip takes more than hanging posters. It requires continuous messages and gatherings that spark enthusiasm for the trip. Find a travel coordinator that will make you look good. Pad deadlines so that there is plenty of time for stragglers to participate without making you compromise your relationship with employees or the travel coordinator. Do your best to bring employees enjoyable trips and the memories will live on.

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What Will Be Hot for the Holidays?

by Cynthia M. Helson, editor

NESRA asked some retail experts, National Associate Members offering products and some employee store managers what products they think will be in demand this holiday season. Since some of you store managers serve a dual purpose of stocking stores and being the main buyer of employee gifts, we also asked what items are being purchased to distribute to employees as gifts. Here's a brief summary of the responses we received.

Gift Items to Stock in Your Store

◆ "We are finding all snowpeople are popular—whimsical, snowpeople, rotund, cute and imaginative looking figurines and items such as ornaments and place settings with snowpeople on them, " says Jennifer Jaroneczyk, associate editor, *Gift and Stationery Business* magazine. She adds, "Candles and angels are doing well, but we are seeing a decline in sales of Santa figurines."

◆ "People tend to like things they can keep and display as gifts. Custom imprinted clothing, watches and desk accessories also make nice gifts," says J.R. Roren, president, J. R. Specialties, Inc., (602) 272-7200.

◆ We are anticipating a demand for stress release toys and gag gifts, leather photo name-badge holders on a string and designer pens," Allen Lottman, owner, Let's Get Organized, (818) 407-1903.

◆ "Beanie Baby accessories that will enhance people's investment such as clear box display cases and tag protectors will be hot," predicts Laurie Allen, CESRA, manager, travel and merchandise services, PepsiCo.

◆ "Photofinishing products are always popular around the holidays," says Brian Page-Kelly, account manager, Konica, (207) 883-7314, suggests you urge employees to plan early to order their custom photos placed on these items

-mousepads	-t-shirts	-sweatshirts
-caps	-puzzles	-plates.

◆ "The gifts that will be popular this year are product lines we are offering such as pocket knives/scissors, pocket flashlights and stylus writing instruments," suggests Bill Galey, national promotional products manager, Zippo Manufacturing Co., (814) 368-2818.

◆ "Portable phones will continue to be a practical gift, such as our new PCS phone which offers a nationwide network, exceptional call clarity and unmatched value," reports Whitney Siavelis, Sprint PCS, (800) 480-4PCS (4727), www.sprintpcs.com or use the Sprint link on NESRA's website, www.nesra.org

◆ "Watches are great staples. Polo watches and timepieces with Looney Tune characters sell well," says Adam Berman, vice president of sales, Jordan Worldwide. "Since there is a demand from the NESRA market for these watches, we will be adding up to 40 new designs. We will be expanding the line of Tweety Bird watches because Tweety is three times more popular than other characters among NESRA members." For details, call (800) 344-2823.

◆ "Animated Christmas figures and jolly snowmen figurines and sweatshirts are some of the items we will be buying for the upcoming holiday season," says Jackie Sells, CESRA, employee programs supervisor, Nationwide Insurance Activities Association.

◆ "Our big sellers will be cameras the size of a pack of cigarettes, such as the Impact 300 which has a 28-80 zoom feature. Many will also choose a camera such as a 35mm one with a 35-70 zoom lens, a panoramic feature and is fully automated, reports Gene Soyka, vice president sales, Samsung Opto-Electronics America, Inc. Soyka adds, "With more people exploring the outdoors, we have seen an increase in binocular sales. Vacationers and outdoor people are buying binoculars that fit in a pocket or can hang on a belt. Size is a key factor to what is popular."

Jump-start your brain with these suggestions for store merchandise and employee gifts.

For details, call (201) 902-0347 or visit Samsung's website link on NESRA's site, www.nesra.org

◆ "Toys that are linked to movies are hot. Rugrat toys and paint kits are some of the items we are selling. It's best to keep abreast of what movies Universal Studios and Disney will be releasing and stock toys related to them," says Tom Kearns, vice president, special markets, Selling Edge, Inc., (212) 279-7200, or visit their website link directly on NESRA's site, www.nesra.org

◆ "Holiday greeting cards are our number one seller. Now photo mousepads and 12-month photo calendars where people send in a photo for each of the 12 months are gaining popularity too. Customers will receive incentives to place their order for such items before November 15, 1998. Closer to Christmas, we also sell photo acrylic Christmas balls," reports Rick Kennedy, sales manager, Fujicolor Photo Service Inc., (800) 527-1838, or visit Fujicolor's website link on NESRA's website, www.nesra.org.

Corporate Holiday Gifts

What type of products are companies giving to employees these days and are they given at Christmastime or other times? Well our survey says some companies are giving gifts to employees beginning at Thanksgiving because this holiday is less associated with religion than Christmas and some companies are also giving employees gifts at the New Year too. NESRA National Associates who responded see employers using the following items as tokens of appreciation.

◆ "Gift baskets filled with specialty candy boxes that say, 'Thank you' or 'Good Job' and gift towers are distributed to employees," says Greg Percival, director, corporate gifts and incentives, Fannie May/Fannie Farmer Candies, (312) 432-3401.

◆ "Our most popular item companies purchase to reward employees at the holidays is a HoneyBaked Ham gift certificate that can be used at any of our 300 stores. A lot of employers still give hams, but many people don't stay home for the holidays so they can use the certificate at their convenience. Certificates can be used for 98 percent fat free glazed ham or turkey," explains William Donnelly, corporate sales manager, The HoneyBaked Ham Company, (513) 583-9700.

◆ "Custom chocolate greeting cards—chocolate bars with engraved company logos or images of buildings or products make an impact," says Nancy Blair, sales manager, Totally Chocolate, (800) 255-5506.

◆ "Corporate logo holiday ornaments/candles/stockings are becoming more popular each year," says Tom Kearns, vice president, special markets, Selling Edge, Inc. Since these items can be customized, a company may want to even have a contest among employees to decide the actual design. Each item comes gift boxed. "Another option some companies are choosing is to give the gift of music with corporate logo holiday music CDs. There are two separate programs. One offers a company the ability to choose a selection of music for mass production. The other method allows employees to choose their own selections. Each program allows full customization of the CD cover with additional corporate identification on the CD itself," explains Kearns. For details, call (212) 279-7200 or check out special offers on Selling Edge's website link on NESRA's site, www.nesra.org.

Conclusion

This article presents just some item suggestions employees may want to buy in your employee store around the holidays. In addition to these products, store managers also like to schedule vendor fairs at the holiday season. Books, art, cellular phones, handbags, fragrances, music CDs and jewelry represent a sample of possible exhibits that can bring the excitement of a special event to your store. We also took a pulse of what companies are buying to distribute to employees around the holidays. It seems food items and company logo pieces are still among the favorites. For a complete list of NESRA National Associate Members, consult your NESRA Buyer's Guide that appears in the *NESRA Membership and Peer Network Directory*, in the July issue of this magazine and on NESRA's website, www.nesra.org.

The Fatherhood Phenomenon

By Michael Scott

As I sit here at Starbucks Coffee Shop in Wilmette, IL, writing this article, my thoughts continue to reflect back to the year 1990. This was the year I began my quest into fatherhood with the birth of my daughter, Amber. I was serving as a human resources executive at a central Indiana hospital at the time and had fallen into a stressful state of chronic workaholism in order to prove myself in this new position. To compound matters, several months later Amber was diagnosed with Cerebral Palsy as a result of her premature birth.

Looking back on these years as a father to Amber, as well as to my stepdaughter, Crystal, a number of questions come to mind. Should I have asked for more time off from work when Amber was born? What would have been the reaction of my boss if I had elected to take a two-month leave? Would I have been perceived as less of a man by my male peers? Furthermore, how involved should I be in Crystal's life as her stepfather?

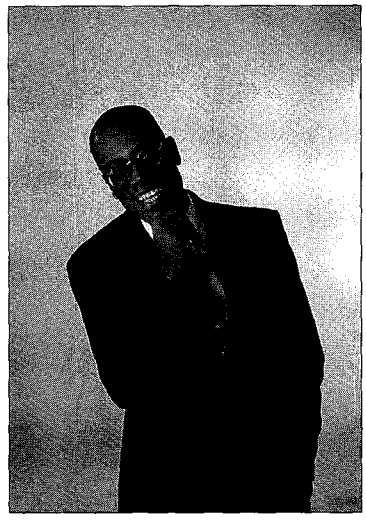
I also began to reflect on the following: Back four years ago, Crystal was sick one day at school. After making three attempts to contact her mom, the school finally contacted me. (Note: Her mom was out-of-town while I was two miles away in my office.) I began to think to myself, "Are fathers so consumed with their work that schools perceive them as not having time to handle urgent emergencies with kids?" Fatherhood issues continue to grow in significance within today's changing workplace as the philosophy of "bringing home the paycheck" is no longer viewed as sufficient to the fathering role. More families are relying on dad to assist with child care while mom works. Further, men are increasingly realizing that they can contribute more to their kids than what may have seemed normal to their fathers when they were young.

In researching the Internet for some statistics on this "Fatherhood Phenomenon," I was able to uncover the following from a National Center for Fathering/Gallup Poll:

- When Dads were asked the question, "Does your employer recognize the strain you face between the demands of your family and the demands of work?" 27.7 percent said NO.
- When asked, "If your employer implemented more family friendly policies, would you be more productive at work?" 61.1 percent said YES.
- The number of dads present at their children's births has risen from 27 percent in 1974 to over 90 percent today.
- Almost one-half of fathers working at two federal agencies chose the option to come to work earlier so they could leave earlier to spend more time with their families.

So you may be asking at this point, "How can employee services respond to the growing needs of fathers?" Here are a few ideas to evaluate for your organization.

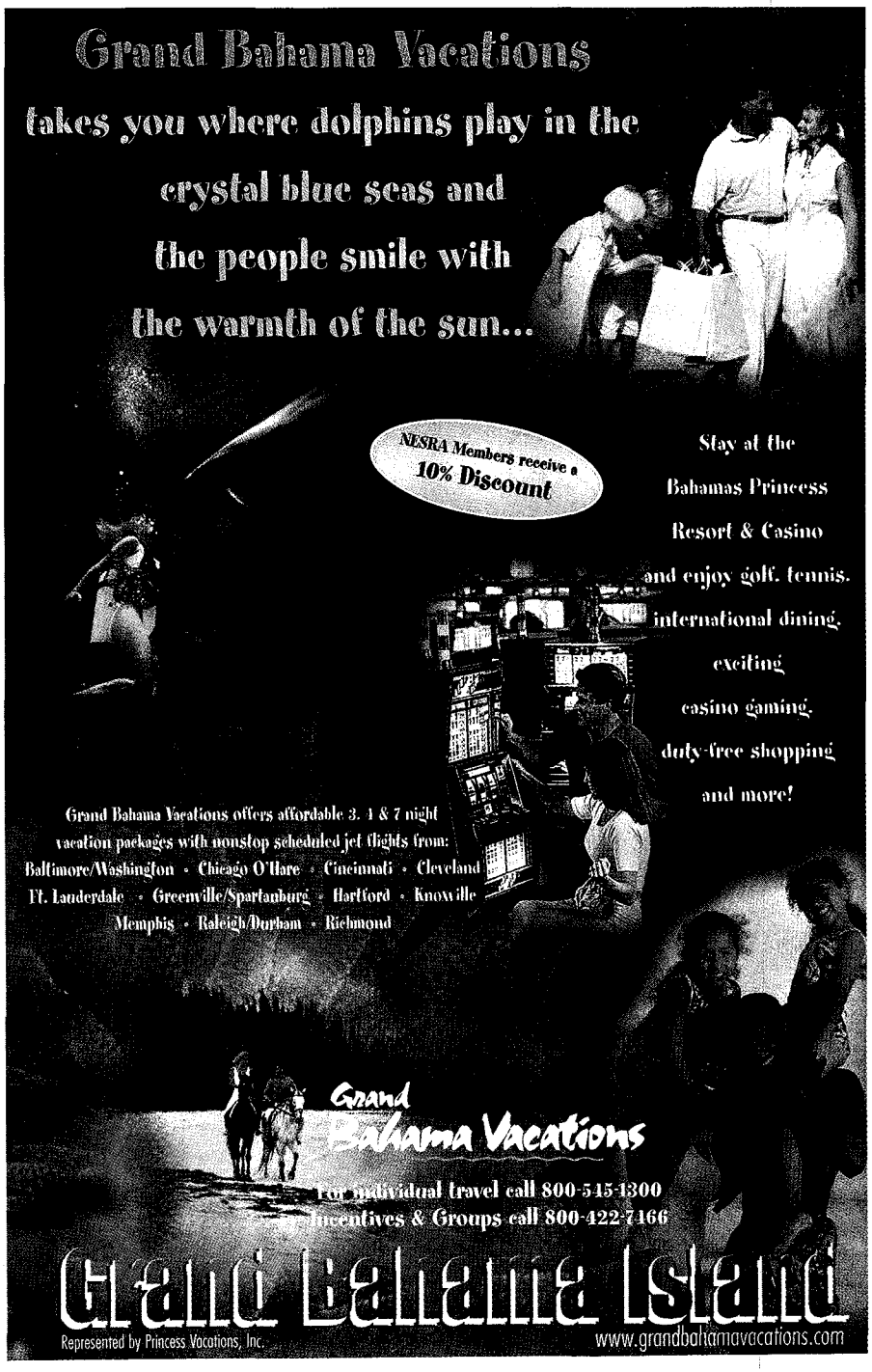
1. **Support From the Top:** The whole notion that flexible work schedules are of importance only to women is no longer true. Men are increasingly seeking work environments where they feel safe to take time off for their kids without fear of reprisal from their



Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

male peers. You can play an important role in raising the awareness about the needs of fathers and ensure that the family friendly benefits you have in place are of value to them, as well.

2. **"Bring Your Kids to Work Day" For Fathers:** We've promoted this concept for mothers for years. Why not do the same for fathers?
3. **Seminars:** Although most won't admit it, men don't have a clue as to what hit them when they became fathers. (I sure didn't.) As an employee services professional, you can set up seminars that help men address this transition in their lives.
4. **Partnership With Big Brothers:** The U.S. Census Bureau estimates that 39 percent of American children under 18 live apart from their biological father. Many young men, particularly those who are African American, suffer greatly from fatherlessness. Employee services can impact this desperate need for male role models by facilitating partnerships with nonprofit organizations such as Big Brothers.
5. **Recognition:** Ever thought about a Father of The Year Award or a recognition banquet during Father's Day Week. Little forms of recognition can go a long way towards recognizing the importance of fathers in the workplace as well as at home.




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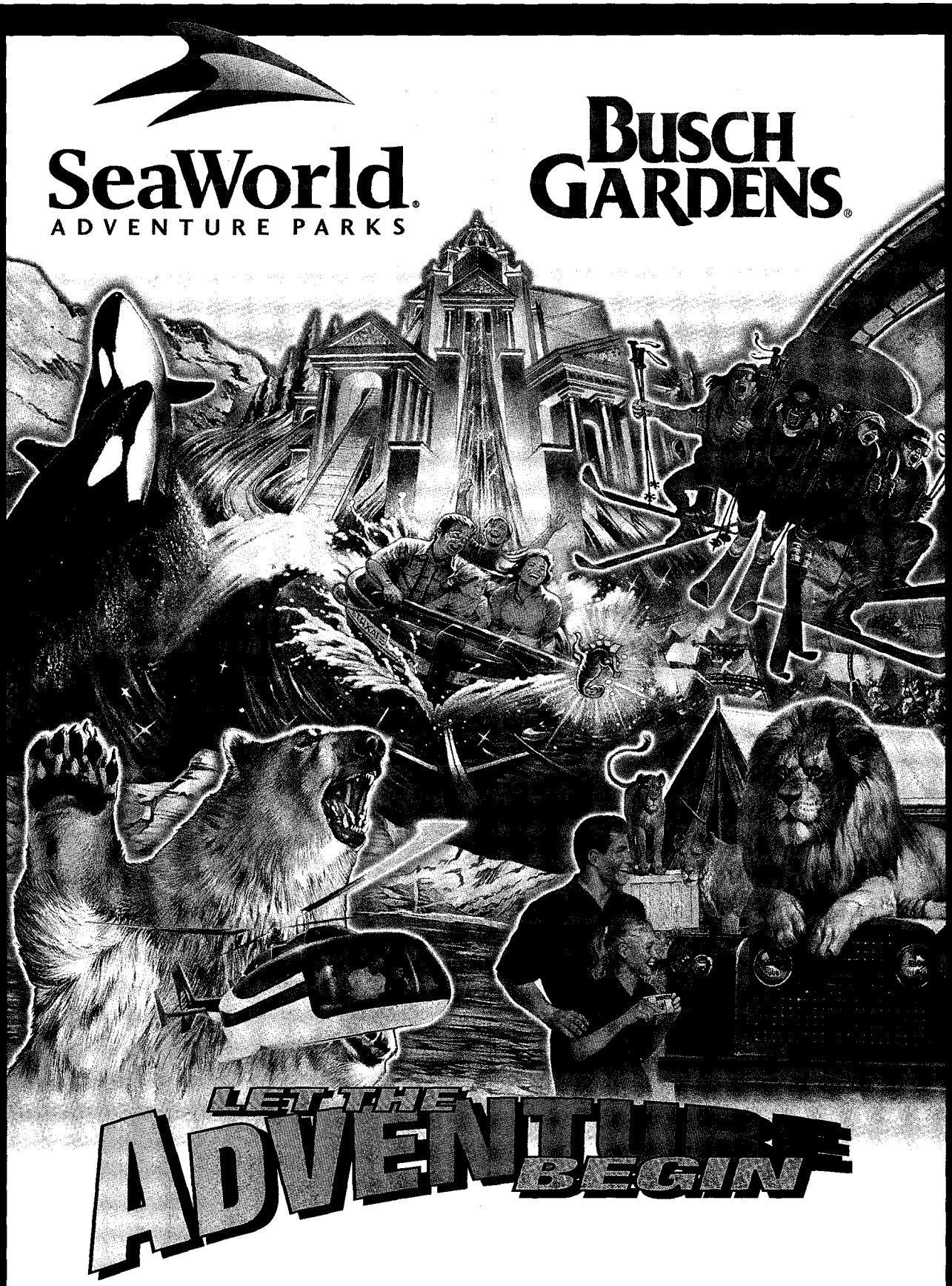
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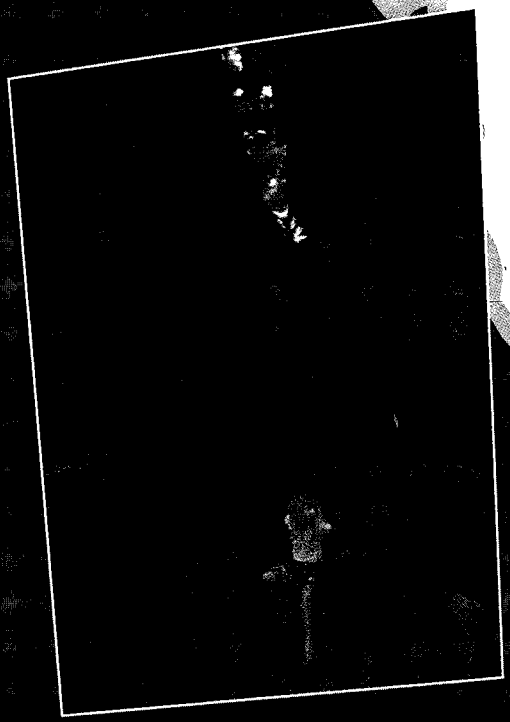
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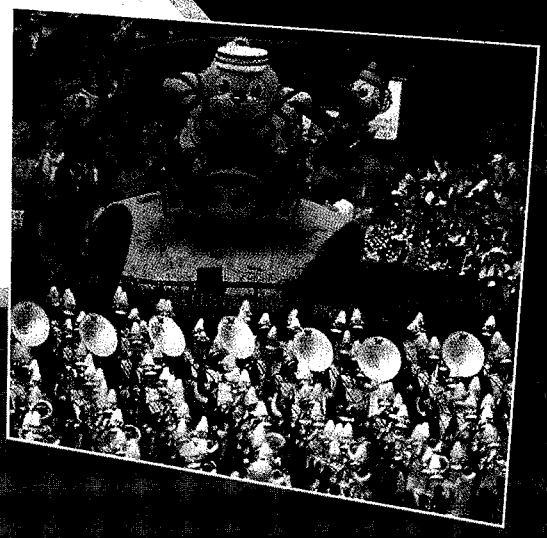
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Destinations California







NESRA

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Welcome to Destinations in California

Destinations in California is one of a series of vacation destination supplements designed to make it easier for NESRA members and employees to identify travel-related opportunities and shop for discounts. We are featuring the Golden State because California has been identified in NESRA surveys for many years as one of the most popular destination spots. Look for other destination supplements in future issues of EMPLOYEE SERVICES MANAGEMENT.

This guide has been divided into several regions to make it easier for the reader to identify accommodations, recreational activities, attractions and historical and cultural experiences. We have included an alphabetical listing of local Convention & Visitors Bureaus or Tourist Development Councils where you can acquire visitor information, transportation options, promotion materials, group discounts, and tour planning assistance. Additionally, specific properties and attractions are highlighted for your review.

Thank you for choosing Destinations in California as your traveling companion. You can take advantage of the enclosed reply card to acquire additional copies for distribution to your employees. If we can be of further assistance, please don't hesitate to give us a call at (630) 368-1280.

With best regards,

Patrick Stinson
Publisher

Destinations in California, published September 1998 as a supplement to *Employee Services Management* by National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, IL 60523-2371, 630-368-1280.



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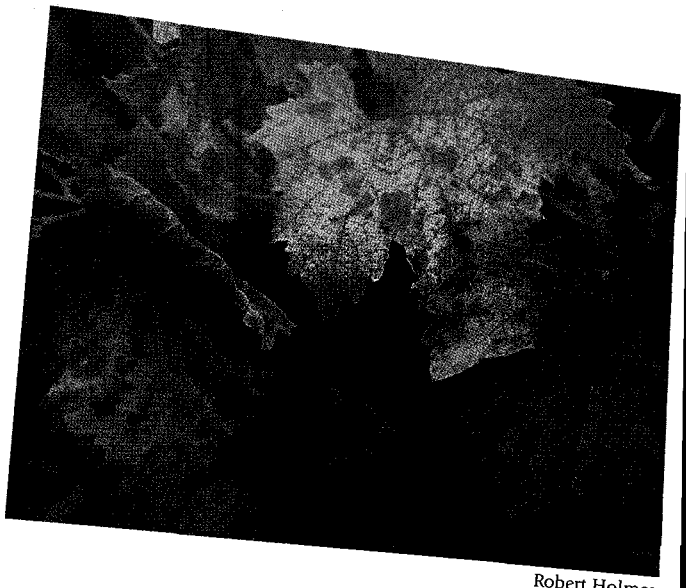
Statewide Travel Tips

1998 California Bed & Breakfast Directory

The California Association of Bed & Breakfast Inns has announced that its latest directory of member properties includes something new: a comprehensive list of ratings by such services as Mobil, AAA and more. In addition to listings by city, alphabetical order, and proximity to major attractions, the 112-page directory tells which inns handle weddings, cater to business travelers, or are family destinations. The guide is available for a $4 shipping/handling fee by writing CABBI, 2715 Porter Street, Soquel, CA 95073.

For information: 408-462-9191.

Internet: www.InnAccess.com



Robert Holmes

California Fun Spots Bargains



Eight of California's best Fun Spots are offering an entire vacation's worth of benefits with the California Fun Spots Card attached to the 1998 *California Visitors Guide.*

You and your family can receive special savings or value-added features when you visit any of these great attractions: Disneyland, Universal Studios Hollywood, The San Diego Zoo, Marine World Africa USA, Sea World, Knott's Berry Farm, The San Diego Wild Animal Park, and Monterey Bay Aquarium.

To take advantage of these special offers, simply remove the California Fun Spots Card from the 1998 *California Visitors Guide,* sign it, and present it along with a photo identification at any or all of the eight Fun Spots listed on the card. Valid through March 31, 1999. For a free *California Visitors Guide,* and Fun Spots Card contact: California Division of Tourism, P.O. Box 1499, Sacramento, CA 95812; telephone 800-GO-CALIF; internet http://gocalif.ca.gov.

State Parks Reservation Changes

California State Parks have a new reservation service provider. Those wishing to reserve campsites can call the toll-free reservation hotline, 800-444-7275, between 8 a.m. and 5 p.m. Pacific Standard Time, seven days a week. Reservations for tours at Hearst Castle and Año Nuevo State Reserve will continue on a first-come, first-served basis. On the first of each month, campers will have access to an entire month of available start-up dates up to seven months in advance.

Internet: http://cal-parks.ca.gov.

California's Sesquicentennial Celebrations

California's Sesquicentennial is a three year series of events commemorating gold discovery, the Gold Rush and California's statehood. This year's theme is California's Golden Discoveries. Gold, along with California's other rich resources will be the focus of traveling gold and archival exhibits. California's Rich Heritage is the theme for 1999. Events and activities will include a tallship flotilla up the cost of California with maritime re-enactments, and a Pony Express re-ride from St. Joseph, Missouri to Sacramento. The theme for the year 2000 will be California's Statehood and Vision. California's past and present will be recognized through events such as a re-enactment of the signing of California's constitution in Monterey. Cities that existed prior to California's admittance to the Union will be honored during the year's activities.

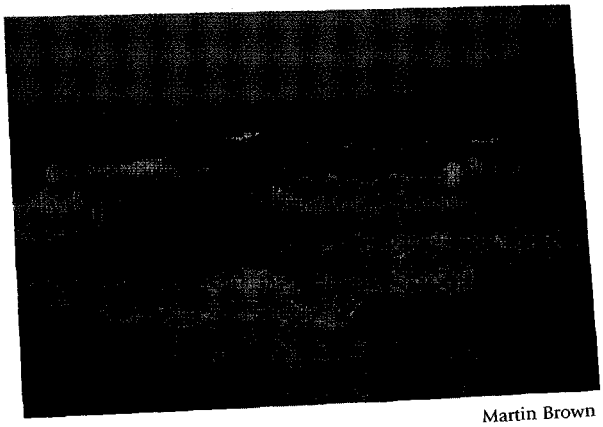
For information, call 916-653-8114.



Jack Hollingsworth

National Parks Reservation Changes

A new camping reservation system for National Park Service campgrounds has been chosen for visitors to Yosemite and other national parks. Beginning the 15th of each month, visitors can make Yosemite campground reservations up to three months in advance by calling 800-436-PARK (7275). Reservations at other National Park Service units including Sequoia-Kings Canyon National Park, Death Valley National Park, Joshua Tree National Park, and Whiskeytown National Recreation Area will also be available by calling 800-365-CAMP (2267).



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NORTHERN CALIFORNIA

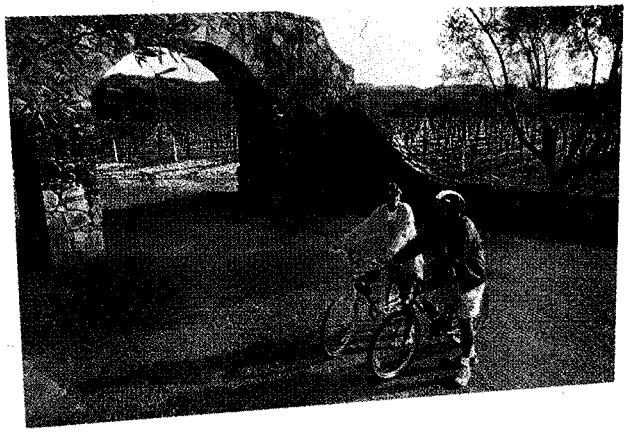
Wine Country

From rolling vineyards to primeval forests of the rugged coastal range, the North Coast retains a mix of pastoral and wilderness character that once characterized much of the state. Highway 1 winds up the rocky wave-swept Pacific coast past seaside villages and Victorian-era towns full of hospitality and charm. Highway 101 delivers the wine country, then threads north along river valleys and into forestlands, emerging at the coast in the far northwestern edge of the state.

During the day, vineyards and wineries, redwood forests and rolling hills offer tranquility and beauty. Visitors can spend their nights in picturesque 19th-century towns dotted with cozy inns.

Napa County. In this wine-making area, major wineries lie along a loop from Napa to Calistoga. Accessible by Highway 29 and the Silverado Trail, they offer tastings, tours and picnic sites. You'll discover excellent restaurants in St. Helena, Oakville, Rutherford and Yountville. Board the Napa Valley Wine Train for a three-hour gourmet meal from Napa to St. Helena and back.

Luxuriate in mud baths and natural hot springs in Calistoga. Travel a short distance to see Old Faithful Geyser periodically erupt 60 feet in the air. If you enjoy water sports or camping, head to nearby Lake Berryessa.



Sonoma County. In Sonoma, the last of California's mission towns, picnic or dine on historic Sonoma Plaza, then visit the former Mexican barracks and the 1832 Mission San Francisco Solano de Sonoma. In Petaluma, board a steamboat for a river ride, and visit Petaluma Adobe State Historical Park, the remains of a once-vast rancho. Don't miss the 800-acre Jack London State Historical Park north of Sonoma near forested Glen Ellen. In Santa Rosa, tour the Luther Burbank Home and Gardens and the Church Built from One Tree, now a museum devoted to Robert L. Ripley of "Believe It or Not" fame.

North of Santa Rosa, canoe in the Russian River past approximately 100 wineries. Hike the nature trail in Armstrong Redwoods State Reserve near Guerneville, home to many of the Russian River area's resorts and restaurants. Monte Rio features riverfront beaches, inns, shops and restaurants. North of picturesque Jenner-by-the-Sea stands For Ross State Historic Park, established as a Russian outpost in 1812. At Kruse Rhododendron State Reserve, farther north on the coast, flowers bloom from April to June.

Lake County. California's largest natural freshwater lake and possibly the oldest in North America — is the "Bass Capital of the West." You can enjoy fishing, boating and other water sports on Clear Lake and the area's other lakes and waterways. Relax by hiking, biking, or driving through the landscapes featuring award-winning wineries and historic landmarks.

Mendocino County. Revel in the scenic coastal views along Highway 1. In Gualala, a former lumber town, visit the 1903 Gualala Hotel. In Gualala Point Regional Park, hike the trails to oceanside cliffs. Explore parks, beaches and coastal villages such as Albion, Little River and Point Arena, with its 115-foot tall historic lighthouse.

Mendocino doubled as the New England town of "Cabot Cove" in the television show "Murder, She Wrote." All of Mendocino, established by New England

whalers, is on the National Register of Historic Places. Shops, galleries and inns abound in this renowned artists' colony.

Visit the Mendocino Coast Botanical Gardens on 47 acres overlooking the Pacific Ocean. At Noyo Harbor, charter a sport-fishing boat or catch a whale-watching cruise. From either Fort Bragg or Mendocino, troll the headlands looking for seals. And, November through April, look for migrating California gray whales.

In Willits, visit the Mendocino County Museum to see Native American basketry and vintage logging and railroad equipment. Ukiah, the center of a major wine-producing region, has 35 wineries in the city itself.

For more information:

Napa Valley Conference & Visitors Bureau
707-226-7459



Mike Banks

Sonoma Valley Visitors Bureau
707-996-1090
Lake County Visitor Information Center
707-263-9564
The Fort Bragg/Mendocino Coast Chamber of Commerce
707-961-6300

Northern California Coastal Vacations

Several North Coast vacation home rental services have combined efforts to provide reservation services for more than 250 exclusive, privately-owned vacation homes along 200 miles of spectacular coastline. From Bodega Bay to Westport, visitors are offered reservations, guest incentives, off-season bonuses and local discounts. The service even offers a frequent visitor card for those who just can't get enough of boating, golfing or browsing quaint shops and art galleries. Each of the rental services have linked their Internet Web sites, and will refer callers as needed.

For information, contact Northern Coastal Vacations at 800-262-7801.

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** Discount varies by location and time of year. Cannot be used in conjunction with other discounts. Not applicable to groups. Blackout dates may apply.*

Ride the Skunk Train Locomotive

Visitors to the North Coast have enjoyed leisurely riding California Western Railroad's historic Skunk Trains from Fort Bragg through the redwood forest for years. But there's a new twist to the old trains. Now passengers who want a truly exhilarating rail experience may opt to ride in the cab of the locomotive — with the engineer — instead of in a passenger car. Cab riders may choose between California Western's majestic 1924 Baldwin steam engine or a vintage diesel engine. It all adds up to a magic experience for true rail buffs.

For more information, call 800-77-SKUNK or 707-964-6371.

Fall Mountain Biking in Bear Valley

The Bear Valley region is one of the best areas in Northern California for super scenic, well maintained and uncrowded mountain bike trails. The riding around Bear Valley offers everything from technical, refined single track, to super fun double track jeep roads, to challenging granite slabs, to wide open graded forest roads. The riding season continues well into the fall.

For information, call 209-753-2834.

Explore the Forest at Turtle Bay Park

Located on a bend in the Sacramento River in Redding, Turtle Bay is a 60-acre site with lush riparian habitat, vernal pools, trail systems, birds and other wildlife. Its 300,000-square-foot museum and outdoor activity-centered activities and displays that encourage exploration of the forest. Exhibits — which include a working "steam donkey" — are organized around the history of the forest, logging and stewardship of resources. The 3,800-square-foot building, designed to resemble a turn-of-the-century sawmill, also contains a giant log slide to transport children from the second story of the building to the outdoor play area.

For information, call 530-243-8850.

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Free Gold Panning Lessons

Gold panning lessons and recreational gold panning are available at Plumas Eureka State Park, located in the historic gold-mining community of Johnsville. Equipment and supervised instruction for first-time gold-panners are provided on a reservation basis. In addition to gold panning, the park also features campfire programs, guided hikes, museum tours and Living History Days throughout the summer.

For information, call 530-283-6345 or 800-326-2247.

Napa Valley Museum

The Napa Valley Museum opened its 10,000 square foot Main Gallery in January 1998. The new structure provides the space to focus on collection, exhibition, education and preservation of the culture, art and history of the Napa Valley and its special characteristics. Among four exhibitions currently on view is the permanent exhibit *California Wine: The Science of an Art.*

For more information, call 707-944-0500.

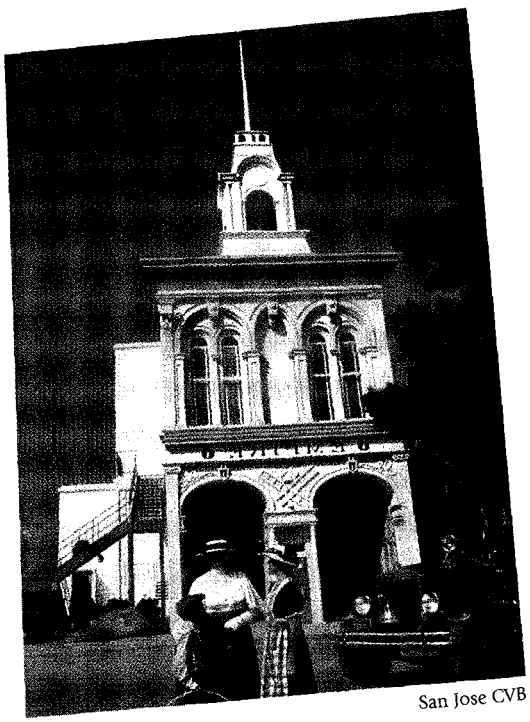
CENTRAL CALIFORNIA

Monterey Bay

The "Middle Kingdom," as the Central Coast is sometimes called, is a peaceful pause between the bustle of the Bay Area and the urban spread of Southern California. In this land of endless summers, bucolic communities dot the coastline, offering small-town charm amid splendid natural surroundings.

Monterey County. Highway 1 and US 101 converge in Monterey County. Here, rugged California headlands shelter numerous campsites in Pfeiffer Big Sur, Julia Pfeiffer Burns and Andrew Molera State Parks and world-famous Big Sur.

The jagged shoreline of Point Lobos State Reserve, an underwater ocean preserve, is home to a variety of sea mammals, including sea otters and harbor seals. It also offers spectacular views.



San Jose CVB

For more civilized pursuits, the quaint community of Carmel-by-the-Sea offers inviting shops and restaurants and the 1770 mission, San Carlos Borromeo de Carmelo. The second mission to be built in California, it houses three museums, a 1790 basilica and gardens.

Cruise 17-Mile Drive up the scenic California coast from Carmel through Pebble Beach to Pacific Grove, then continue to Monterey.

Visit the Maritime Museum, where exhibits depict the region's historic ties to the sea. Don't miss the Custom House (California's oldest government building) and Fisherman's Wharf, where you can take a sightseeing cruise, enjoy sportfishing or stroll among the array of fish stalls, shops and restaurants.

Drive Lighthouse Road to Cannery Row. Here old cannery buildings house a variety of shops, galleries and restaurants. John Steinbeck's classic novel *Cannery Row* was set here when the bay flowed with "silver rivers of fish." Today, the fish are at the Monterey Bay Aquarium, home to more than 6,500 marine animals and The Outer Bay, a million-gallon indoor sea behind the world's largest window.

Summer of 1998 celebrates the opening of the new National Steinbeck Center, a 37,000 square foot museum and cultural center dedicated toward utilizing the words of Salinas native son, John Steinbeck, to highlight the rich heritage of the Salinas Valley. Interactive exhibits, a changing exhibition gallery, plus full restaurant and gift shop will be featured at the new Center.

For information, call Monterey Peninsula Visitors & Convention Bureau at 408-649-1770.

Santa Cruz County. In Santa Cruz County, you'll encounter an abundance of activities, adventures and getaways suited for just about everyone. Whether you want to spend your days browsing unique stores and museums, hiking one of hundreds of mountain trails, or taking to the Pacific and exploring Monterey Bay National Marine Sanctuary, you'll find there's never quite enough time to do it all. Of course, you won't want to forget the



Monterey VCB

classics — like roaming the mountains on a steam train, or testing your nerves with a ride on the historic Giant Dipper Roller Coaster.

The Boardwalk celebrated its 91st anniversary this year, and will forever be a favorite among locals and visitors. It is the only major ocean-front amusement park on the West Coast and home of the Giant Dipper, one of the few classic wooden roller coasters still running in the U.S. that can still scare the beejeebies out of veteran thrill-seekers.

During the Summer you can do as some of the first weekend travelers did at the beginning of the century and ride the rail from the mountains to the Boardwalk, or vice versa on the Santa Cruz Mountains Railroad. The 1880s steam locomotive takes you back in time and deep into the Santa Cruz Mountains through giant redwoods. It's a favorite for kids and adults and you can even get behind the scenes and realize that life-long dream of being an engineer.

Gray whales have been migrating past the Monterey Bay for as long as anyone can remember, and people have been coming in droves to see this grand, annual event for just as long. From December through late April, the whales make their way from the Bering Sea to Baja, where the females give birth, then return along the same route. Various charter services take people out to see these wonderful mammals. Landlubbers can also view the whales from West Cliff Drive in Santa Cruz or off the bluffs of Davenport, just north on Highway 1.

Another of nature's creatures make an annual appearance. Monarch butterflies make their home at Natural Bridges State Park from October through January while they overwinter. Flocking in groups of tens of thousands, no one can really explain why these colorful insects return to the same grove in the same park year after year.

For more information on new and old fun things to do in Santa Cruz County, call the Santa Cruz County Conference and Visitors Council at 800-833-3494, or visit the web site at http://www.scccvc.org.

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New Excitement at Marine World Theme Park

New attractions worth $30 million have been added to The Marine World Theme Park. In addition to new facilities and upgrades for the animals, the popular park has added several rides and attractions, including a multi-million dollar steel roller coaster. Major projects include a new Dolphin Show Stadium, a 15-story Boomerang Roller Coaster, a "wet and wild" river-rapids family adventure, and a "Shoot the Shutes" ride that lets thrill seekers plunge down a 50-foot drop.

For information, call 707-644-4000.

Visit "Ellis Island of the West"

The Angel Immigration Station in operation from 1910 until 1940, was often called "Ellis Island of the West." After years of effort, this station that processed nearly one million immigrants from different countries, was just designated a National Historic Landmark . Angel Island State Park visitors on docent-guided tours can still experience poignant and powerful reminders of this period of history where many waited to gain entry to a new country.

For park tour information, call 415-435-3522. For ferry and park information, call 415-435-1915.

African Adventure at Oakland Zoo

The largest building project in more than 50 years has just been completed at the Oakland Zoo. Simulating the desert areas of Eastern and Southern Africa, the new African Savanna adventure features eleven new exhibits brought together in one exciting environment. The African Savanna includes a new meerkat family, laughing hyenas, green monkeys and a savanna monitor. Two huge mixed-animal aviaries are also part of this African adventure. Exhibits simulate natural habitats as much as possible, but also allow visitors to view animals closely.

For information, call 510-632-9525.

Mexican Cultural Heritage Gardens and Plaza

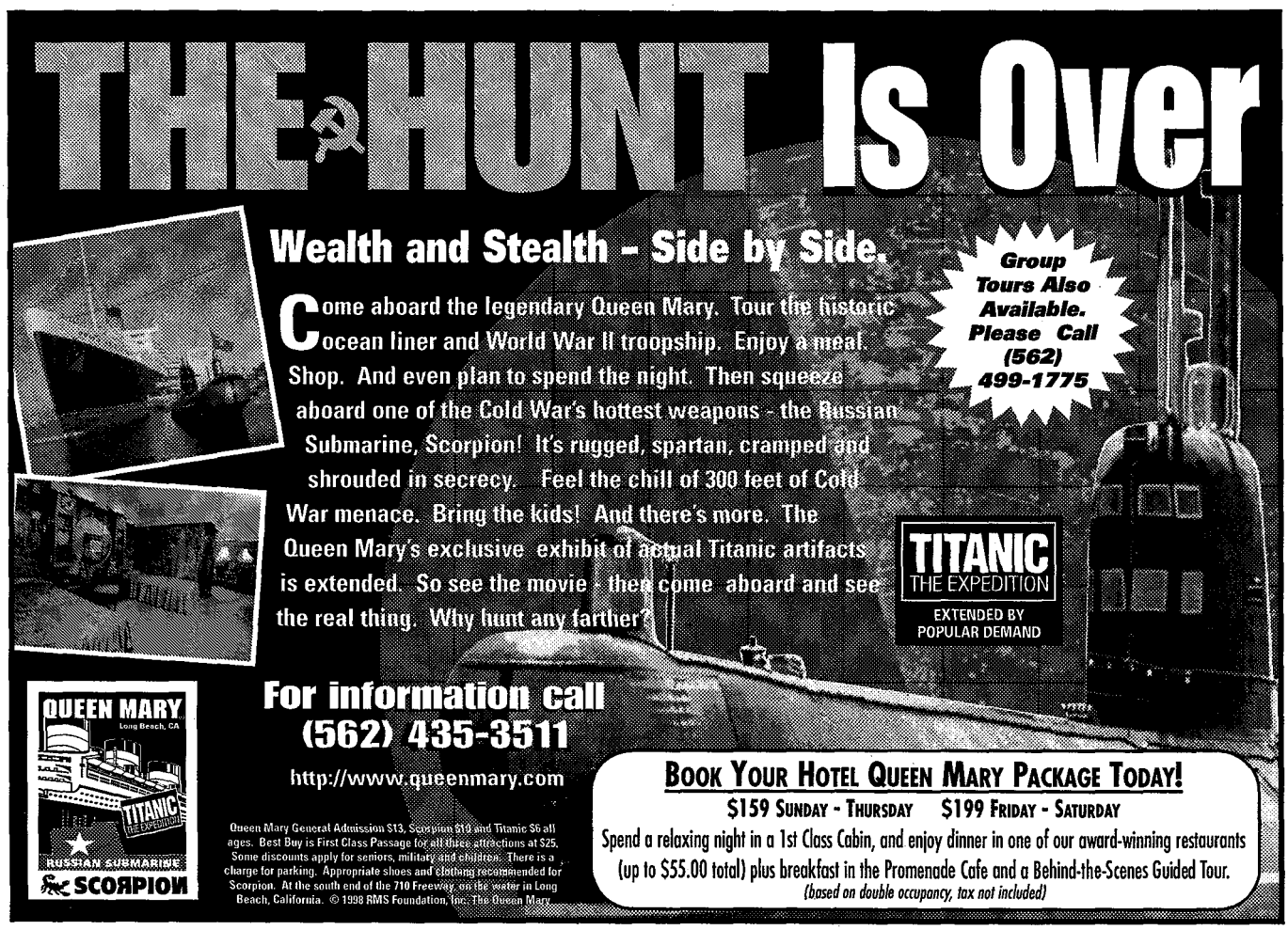
A new cultural center to promote pride, appreciation, and awareness of California's Mexican cultural heritage has just broken ground in San Jose. The Mexican Cultural Heritage Gardens and Plaza will contain a 500-seat theater, art gallery, classrooms and office space, three distinctive gardens and a centralized plaza for community gathering. The $30 million project is expected to open in Spring 1999, and will be a focal point for art education, culture and history.

For information, call 408-292-5197.

The Tech Museum of Innovation Opens

The Tech Museum of Innovation's new world-class facility opens November 1998 in San Jose. The museum's new location will be organized into four major thematic galleries: *Innovation* — the spirit of Silicon Valley; *Explorations* — land, sea and space; *Communications and Information* — the global revolution changing the way we build relationships and make choices; and *Tech life* — biotechnology, sports and human performance. The new Tech includes a 12,000 square foot OMNIMAX Theater and 3,500 square feet of hands-on laboratory space.

For information, call 408-279-7150.



New Behind the Scenes Tour at Winchester Mystery House

A new tour featuring areas unseen by the public for the past 75 years will be available for the first time at Winchester Mystery House in San Jose. The 160-room mansion is home to the strange and unusual; stairs that lead to nowhere, windows that open onto blank walls, and rooms within rooms. The behind-the-scenes-tour — which visits the original estate stables, dehydrator, plumber's workshop, greenhouse and the mysterious basement — gives visitors a new perspective on the unusual property. The mansion is the legacy of Sarah Winchester, who thought she would die if construction ever stopped on her home.

For information, call 408-247-2000.

10 Great See & Do Monterey Peninsula Ideas for Families

1. Pet starfish and bat rays in hands-on touch pools at the **Monterey Bay Aquarium**.
2. Explore the times and places where John Steinbeck lived and wrote through interactive exhibits and multi-sensory stage-set activity centers at the **National Steinbeck Center**.
3. Drive the famed and fabulous **17-Mile Drive** and picnic in the company of seals, otters and other marine life at Sea Rock Picnic Area.
4. At **Pt. Lobos State Reserve** hike to the cove that inspired Robert Louis Stevenson's "Treasure Island" and visit the Whaling Museum.
5. Climb a real, full size 1956 steam engine or rent a paddle boat at **Dennis the Menace Playground**, designed by Dennis the Menace creator Hank Ketcham.
6. Have your picture taken at the **Bubba Gumps' Shrimp Co.** movie set on Cannery Row.
7. Visit the **Museum of Natural History** in Pacific Grove and pet Sandy the Whale, a life size bronze sculpture located outside the museum's front doors.
8. Discover adventure on an **Elkhorn Slough Safari** nature tour in one of California's largest coastal wetlands.
9. Climb to the top of **Point Pinos Lighthouse**, the oldest lighthouse still in operation on the West Coast.
10. Play the **Peter Hay Par Three** golf course at Pebble Beach.

Source: Monterey Peninsula V&CB

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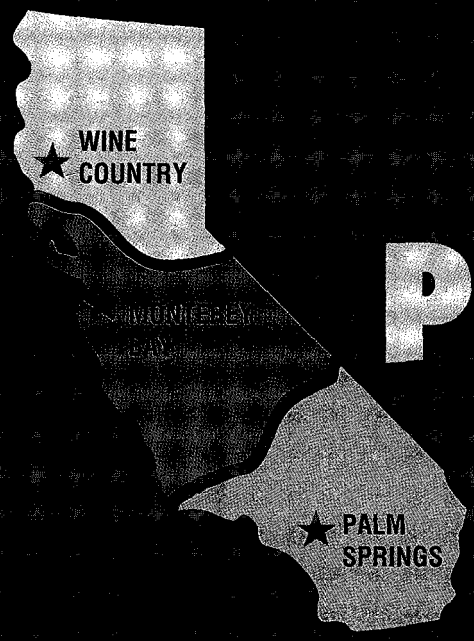
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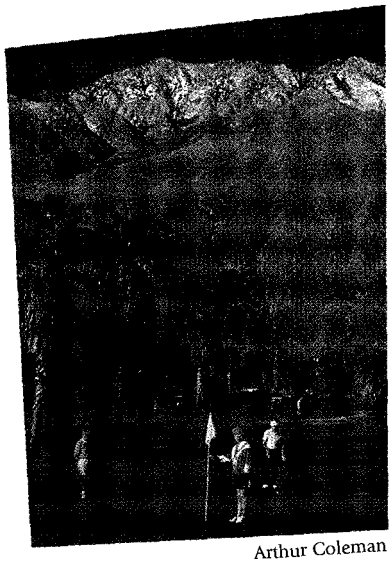
SOUTHERN CALIFORNIA

Palm Springs and the Desert Resorts

When you arrive in Palm Springs and the desert resort cities of the Coachella Valley, you have reached a vacation paradise and a great place to play. Known world-wide as a golfing paradise with 90 courses — from lush championship courses to tricky par 3s, the desert resorts also feature some 600 tennis courts and 30,000 sparkling swimming pools.

World-class golf and charity events with stellar celebrities bring scores of visitors, as do The Living Desert, the Palm Springs Desert Museum, the Palm Springs Aerial Tramway, the NORTEL Palm Springs International Film Festival, the Chrysler Grand Prix, the National Date Festival, the Short Film Festival, the McCallum Theater, the fabulous Palm Springs Follies, the historic Indian Canyons, Oasis Waterpark, the Indio Desert Circuit Horse Shows and so many more attractions.

From its beginning more than 2,000 years ago as the ancestral home of the Aqua Calientes with their ancient "miracle healing mineral waters" to a sleepy village to its aura as the "playground of the stars" to its fame as an international destination resort, the desert offers an unrivaled ambience.



Arthur Coleman



Arthur Coleman

Living Desert Wildlife and Botanical Park. The Living Desert Wildlife and Botanical Park in Palm Desert is planning the addition of an African Trade Village — the largest expansion in its 28-year history. Highlights include a village with thatched huts, marketplace and aviary. African animals — from livestock to warthogs — will also occupy the finished project. Construction has already begun and completion is expected by Spring 1999.

Wind Farm Tours. A unique environmental tour through the giant power-producing turbines of Palm Springs is now available through Wind Farm Tours. Visitors travel across the magical California desert in electrical vehicles powered by the wind. One of only six major windmill farms in the world, the Palm Springs site is a virtual forest of "pollution solutions" where a single wind turbine blade can weigh more than an African elephant. A visitor center at the tour trailhead features a dazzling exhibit of alternative transportation: electric cars; solar vehicles; bicycles; scooters and more.

Palm Springs Aerial Tramway. The Palm Springs Aerial Tramway is one of the largest double-reversible passenger-carrying tramways in the world. The trip to the

top, an elevation of 8,516 feet, via one of two 80-passenger cars, is two and one-half miles traveled in some 14 minutes. The ascent brings you through five different life zones with flora and fauna in each approximating what you will find on a motor trip from Mexico's Sonora Desert to Alaska. A spectacular view of the desert stretching some 75 miles from the peak of Mt. San Gorgino on the left to the Salton Sea on the right can be enjoyed from Grubb's View, above the Alpine Restaurant. The restaurant is extremely popular for evening cocktails and dining while overlooking the millions of lights twinkling in the valley below.

For more information, call the Palm Springs Desert Resorts Convention and Visitors Bureau at 800-41-RELAX or at http://www.desert-resorts.com.



Michele & Tom Grimm



San Diego CB

Terror in The Air at San Diego Wild Animal Park

With ear-piercing roars of thunder and the force of an earthquake, 20 meandering Mesozoic monsters have just descended upon *Dino Mountain* at the San Diego Wild Animal Park. The park's four-acre conifer forest has been transformed into "the land before time," crawling with creatures that roamed the earth as long as 144 million years ago. The powerful, prehistoric predators are robotic, life-size dinosaurs developed by Dinamation.

For information, call 760-796-5621.

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* Space available - Excluding groups, Restrictions apply. Expires 9/15/99. Tax not included. Weekends & Deluxe rooms extra.

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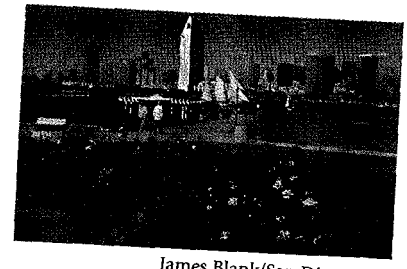
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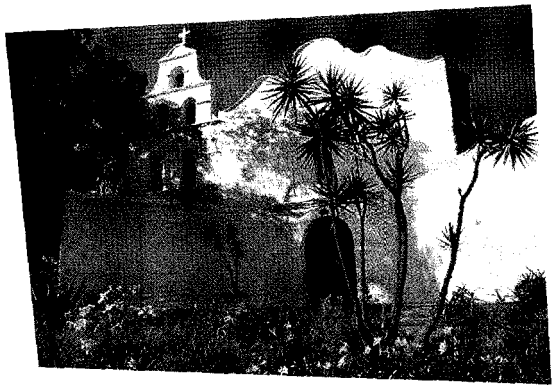
Sea World of California Features Manatee Rescue

Just unveiled at San Diego's Sea World of California is *Manatee Rescue*. The only U.S. attraction outside of Florida to display the gentle mammals, *Manatee Rescue* is a long-term care habitat for rehabilitated Florida manatees who cannot be reintroduced into the wild because of chronic ailments or because they were rescued as orphans and did not learn how to survive on their own.

For information, call 619-226-3901.



James Blank/San Diego CVB



Robert Holmes

Educational Attractions at LEGOLAND

The first LEGOLAND Park in the United States is scheduled to open in Carlsbad in March 1999. The sole focus of a LEGOLAND Park is to provide fun, interactive and educational experiences for children between the ages of 2 and 13 and their families. The park will feature Miniland, a miniature landscape of familiar North American landmarks built with LEGO bricks, interactive and educational attractions offering hands-on building areas and classroom-type facilities, and fun rides for children. Only a half-mile from the ocean, the LEGOLAND Park site is just east of the Carlsbad Flower Fields.

For information, call 760-438-5346.



palm springs aerial tramway



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The HIGH point of your visit to Palm Springs!

Sea Views at Aquarium of the Pacific

Aquariums are a great place to study denizens of the deep that you wouldn't want to meet on a dark beach — such as the pixie-cute, but lightning-quick crab or the often-whined-about (but really very shy) giant Pacific octopus. They're among some 10,000 ocean animals in nearly 500 exhibits at the new Aquarium of the Pacific in Long Beach.

As the name suggests, the aquarium is devoted to the waters of the Pacific Ocean, from the tepid South Pacific to the chilly North Pacific, with several exhibits on marine life along the California coast. The aquarium also will breed endangered creatures that live in or near the ocean and will provide a home for releasable seals and sea lions from local rehabilitation centers.

For information, call 562-590-3100.

Special Rates for Summertime R&R in the Palm Springs Desert Resorts

Rest and relaxation are the real deal in Palm Springs Desert Resorts this summer. Savvy travelers have already discovered the desert's best kept secret — that summertime is the right time to experience this world-class destination at value prices.



What else is there to do in the Palm Springs Desert Resorts this summer besides keep cool in one of 30,000 swimming pools? Plenty. Special rates are in place for golf, shopping, dining and leisure activities. Even hotel rates are relaxed — from 50-70% between June and September.

The hottest ticket in town is the Palm Springs R&R Club brochure, which details over 100 summer value offers from desert resorts. R&R is about reduced rates at resorts and restaurants on retail and recreation. Most offers are valid through December 31, 1998, unless otherwise noted.

To receive your Vacation Planner and an R&R Club brochure, call the Palm Springs Desert Resorts Convention and Visitors Bureau at 800-41-RELAX, or check the web site at www.desert-resorts.com.



Don't know where to go in the Inland Empire?

The Inland Empire Tourism Council is your one-stop shop for information concerning what to SEE and DO while visiting Southern California's Inland Empire.

Did you know that the Inland Empire incorporates the 28,000 square mile region of Riverside and San Bernardino counties? That's a lot of room for fun.

For more information on what you can do in the Inland Empire contact Jennifer Nutter at

(800) 290-IEEP (4337)

THE INLAND EMPIRE TOURISM COUNCIL

Interactive Exhibits at Discovery Science Center

The Discovery Science Center is slated to open in Fall 1998 in Santa Ana. Featuring a phenomenal 100 hands-on interactive exhibits for children and adults, the 59,000 square foot museum is being designed to spark children's natural curiosity and increase public understanding of science, math and technology. Themed area, such as *"Dynamic Earth," "Human Perception,"* and *"The Computer Lab"* will encourage visitors to search for answers, think and explore.

For information, call 714-540-2001.

Small Soldiers Tour at Universal Studios Hollywood

Inspired by the computer animation movie that debuted this summer, *Small Soldiers — Behind The Scenes Experience* lets guests experience high-tech movie magic by experiencing cutting-edge visual effects and film techniques created for the movie. Two of the studio's historic sound stages and original sets are part of the tour, as well as the chance to "participate" in scenes from the film.

For information, call 818-622-3801.

Disney's New Tomorrowland Opens

Disneyland Anaheim unveiled a totally renovated Tomorrowland this summer. Tomorrowland's spectacular enhancements include: an exciting new-generation 3-D experience, *Honey I Shrunk the Audience,* a high-speed journey upon rocket cars of the future; an interactive pavilion of technology and imagination; and the *Astro Orbitor,* a striking new landmark attraction at Tomorrowland's entrance.

For information, call 714-781-4500.

Swinging at the Los Angeles Zoo

Orangutans at the Multi-Million Dollar Zoo is slated to open in August 1998 — as the first of three new exhibits in the Los Angeles Zoo's new Great Ape Forest. The Red Ape Forest, the new home of the Zoo's orangutans, will debut in 1999 and the Gorilla Forest will open a year later. When completed, The Great Ape Forest will be a three-acre primate playground.

For information, call 213-666-4090.



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Medieval Times® DINNER & TOURNAMENT

Supreme Scream at Knott's Berry Farm

It's 30 stories tall ... and you're about to fall! Ultimate thrill-seekers won't want to miss the new *Supreme Scream* — one of the world's tallest, most radical adventures — at Knott's Berry Farm in Buena Park. *Supreme Scream* will propel riders straight up, more than 250 feet in midair. The nerve-wracking adventure continues as riders plunge straight down at more than 50 miles per hour in three seconds flat. There's a heart-pounding wallop in store as riders rebound halfway back up the skyscaping tower before a final, merciful landing at the launch pad below.

For information, call 714-220-5200.

Extreme Thrill at Six Flags California

It's the fast and nearly three-out-of-control minutes of pure, wobbly-kneeded extreme that *The Riddler's Revenge* breaks into the extreme thrill barrier as the world's tallest, fastest and most powerful stand up roller coaster. *The Riddler's Revenge* looms 16 stories in height and reaches 65 miles per hour. The guests' forces will send riders racing headover heels six times over nearly one mile of contorted, twisting, looping, spiraling green steel track — while standing up. The ride marks the Six Flags Magic Mountain in Valencia eleventh roller coaster addition to its world-class collection.

For information, call 805-255-4100.

El Niño Ride at Raging Waters

El Niño ... the ride, that is ... will be giving visitors a thrill at Raging Waters in San Dimas. An exciting and unpredictable open flume ride with dramatic dips and turns, *El Niño, The Ride* takes adventurers on an inner tube descent of 75 feet through the breathtaking natural habitat of the Park at speeds of up to 40 miles per hour. *El Niño, The Ride* moves in unexpected directions and ends suddenly with a long drop into a wavy 3-foot deep splash pool.

For information, call 909-592-8181.

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Fax: 562-437-4531

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7662 Beach Blvd.
Buena Park, CA 90620
Phone: 800-899-6600
Fax: 714-670-2721

Experience the ALL NEW excitement of Southern California's original extreme sport at Medieval Times Dinner and Tournament. Your adventure back to the Middle Ages awaits inside a fully enclosed, Spanish-style castle. New equestrian drills, more hand-to-hand combat and the heart-stopping action of the medieval joust combine with a delicious four-course banquet (served medieval style) for an evening of feasting, fighting and fun for the entire family. (Private rooms available for group functions.) Medieval Times is conveniently located in Buena Park, just 2 blocks north of Knott's Berry Farm. *See ad on page 17.*

The Inland Empire Tourism Council
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San Bernardino, CA 92408
Phone: 909-890-1090
Fax: 909-890-1088

With more than 28,000 square miles of mountains, valleys, lakes and parks, the Inland Empire is a wondrous realm of recreation and vacation fun in the heart of Southern California. The Inland Empire Tourism Council is your one-stop shop for information on what to see and do. Contact the council for your

free Adventure Guide to the Inland Empire. *See ad on page 16.*

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Bueno Park, CA 90620
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Fax: 714-758-1396

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Autry Museum of Western Heritage
4700 Western Heritage Way
Los Angeles, CA 90027
Phone: 213-667-2000
Fax: 213-660-5721

Come and explore the WEST. Its magnificent works of art, treasured objects, and inspirational stories gathered from the lives and experiences of many cultures. Encounter legends, experience the legacy, explore endless possibilities. Discover the AUTRY where the west lives on. See your employee recreation representative for special discounts on admission, store purchases and cafe specials. *See ad on page 18.*

LEGOLAND
1 Lego Drive
Carlsbad, CA 92008
Phone: 760-918-5300
Fax: 760-603-0032

LEGOLAND California will be opening in Spring 1999. Located in Carlsbad, (30 minutes north of San Diego), LEGOLAND will offer families with children the ultimate shared experiences with a full day of LEGO attractions, rides and hands-on play areas. *See ad on inside front cover.*

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San Diego Wild Animal Park
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San Diego, CA 92127
Phone: 619-675-7900
Fax: 619-675-7911

At the San Diego Zoo and the San Diego Wild Animal Park, we offer ticket consignment programs, Zoofari Club card program for companies with 100-plus employees, picnics and group outings for all sizes of groups. *See ad on page 5.*

Trigild Corporation
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San Diego, CA 92130
Phone: 619-481-6767
Fax: 619-481-1585

Hotel management company whose hotels vary in size and facility. Locations throughout California. Also located in Montana and Pennsylvania. Receive 10 percent off rack rate at each participating location. *See ad on page 19.*

Palm Springs Aerial Tramway
One Tramway Rd.
Palm Springs, CA 92262
Phone: 619-325-1449
Fax: 619-325-6682

Tram cars take visitors up to 8,516 feet to a 13,000 acre wilderness state park. Enjoy hiking, camping or mule rides in the summer, cross-country skiing in the winter. Discount cards available. *See ad on page 15.*

Red Roof Inn
7121 Beach Blvd.
Buena Park, CA 90620
Phone: 714-256-2070
Fax: 714-256-2165

When you visit the Southern California destination of Buena Park near Knott's Berry Farm, you'll be in for a special treat. Travelers Inn located at 7121 Beach Blvd. has reached an agreement with RED ROOF INNS to become part of this nationally known chain. As of November 1, 1998, look for the new sign but experience the same great hospitality you have grown to expect at Travelers Inn. We have the same warm and friendly staff and a new updated look. Our property is located in the heart of the entertainment corridor, within walking distance to many major attractions. There is a sparkling pool and spa, heated year-round with cable TV and HBO. Dining is convenient with several fine restaurants within walking distance offering a variety of food and service from which to choose. For special NESRA rates at this and other locations, phone Marty Green. *See ad on page 21.*

Fairfield Inn
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Spa Hotel & Casino
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Palm Springs, CA 92262
Phone: 760-325-1461
Fax: 760-325-3344

The Spa Hotel & Casino is situated on the very spot natural hot underground mineral springs were discovered years ago. Located in the center of the village of Palm Springs, this 230 room full service resort hotel features a newly renovated spa facility with a separate ladies and mens hydrotherapy center, large fitness room, two outdoor mineral pools, swimming pool, pool side bar and a 30,000 square foot casino. Call for NESRA rate. *See ad on page 12.*

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500 Hotel Circle North
San Diego, CA 92108
Phone: 800-77-ATLAS
619-291-7131
Fax: 619-291-3584

On Southern California's sun-splashed coast, the Town and Country Resort Hotel is a destination in itself. Located in the heart of San Diego — Mission Valley — the Town and Country is convenient to all the city's famous attractions and offers 1,000 guest rooms and suites, four swimming pools, five restaurants and incomparable amenities. *See ad on page 14.*

Alphabetical Directory of Destinations

Anaheim/Orange County Visitors & Convention Bureau
800 W. Katella Ave.
Anaheim, CA 92802
714-999-8999

Fresno Convention & Visitors Bureau
808 M Street
Fresno, CA 93721
209-233-0836
800-788-0836

Greater Bakersfield Convention & Visitors Bureau
1033 Truxtun Ave.
Bakersfield, CA 93302
805-325-5051
800-325-6001

Inland Empire Tourism Council
301 East Vanderbilt Way
Suite 100
San Bernardino, CA 92408
Phone: 909-890-1090

Long Beach Area Convention & Visitors Bureau
One World Trade Center
Suite 300
Long Beach, CA 90831
562-436-3645
800-4LB-STAY

Los Angeles Convention & Visitors Bureau
633 W. Fifth St., Suite 6000
Los Angeles, CA 90071
213-624-7300

Newport Beach Conference & Visitors Bureau
3300 West Coast Hwy
Newport Beach, CA 92663
714-722-1711
800-94-COAST

Ontario Convention Center Corp.
2000 Convention Center Way
Ontario, CA 91764
909-937-3000
800-455-5755

Palm Springs Desert Resorts Convention & Visitors Bureau
69930 Highway 111, Suite 201
Rancho Mirage, CA 92270
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Pasadena Convention & Visitors Bureau
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888-748-7733

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Sacramento, CA 95814
916-264-7777

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San Diego, CA 92131
619-232-3101

San Diego North County Convention & Visitor Bureau
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800-848-3336

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San Francisco, CA 94103
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San Jose Convention & Visitors Bureau
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San Jose, CA 95110
408-295-9600
800-SAN-JOSE

San Mateo County Convention & Visitors Bureau
111 Anza Blvd., Suite 410
Burlingame, CA 94010
415-348-7600
800-288-4748

Santa Barbara Convention & Visitors Bureau
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Santa Barbara, CA 93101
805-966-9222
800-927-4688

Santa Clara Chamber of Commerce & Convention/Visitors Bureau
1850 Warburton Ave.
Suite 101
Santa Clara, CA 95052
408-244-8244
800-272-6822

Santa Monica Convention & Visitors Bureau, Inc.
520 Broadway, Suite 250
Santa Monica, CA 90401
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Vallejo Ferry Terminal
495 Mare Island Way
Vallejo, CA 94590
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800-4-VALLEJO

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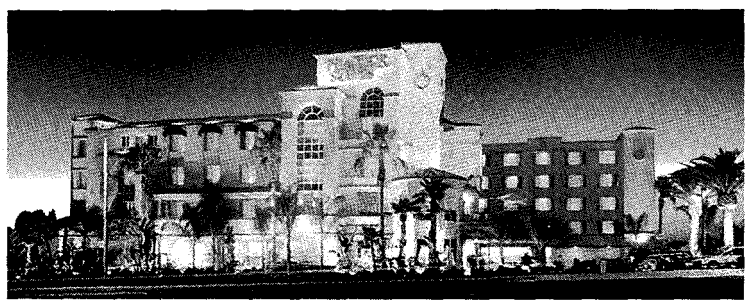
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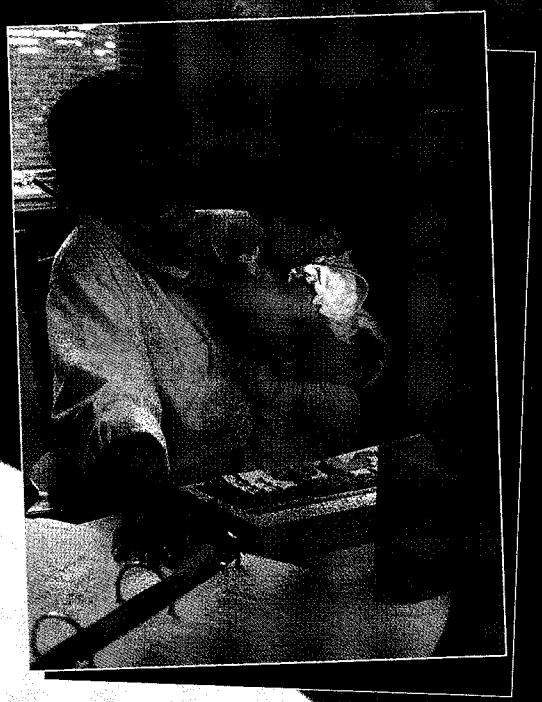
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October 1998

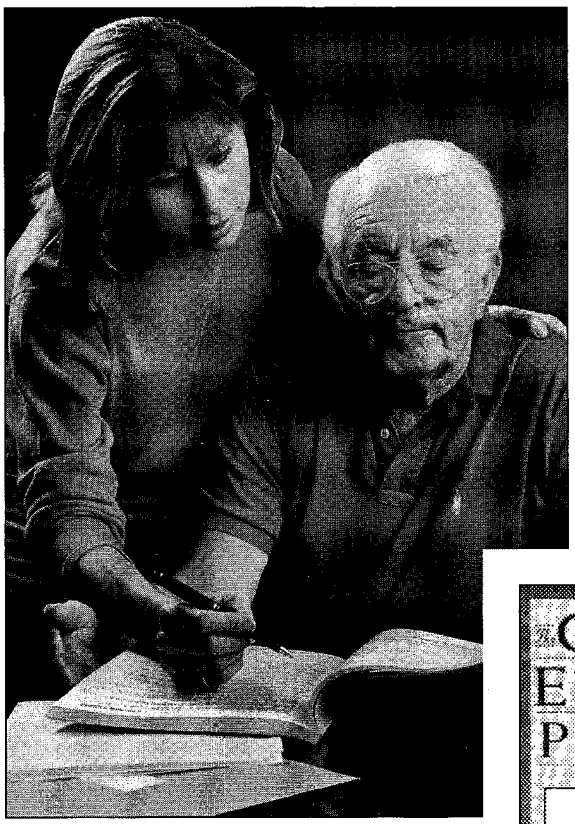
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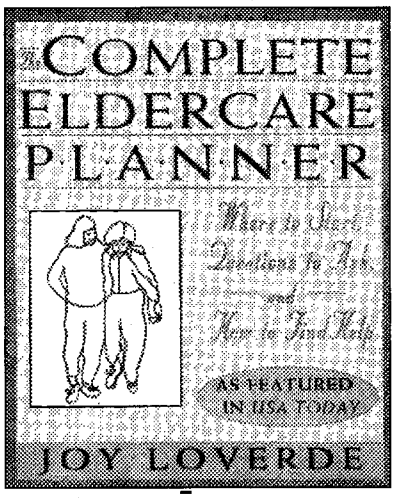
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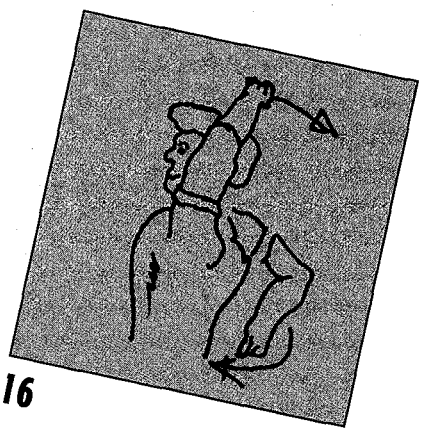
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EDITOR'S NOTE

You Never Stop Learning



By Renee Mula

Since I began at NESRA nine months ago, I've been involved in editing, writing, layout and creative thinking for *Employee Services Management*. Now Cindy Helson, former editor, will be focusing more on developing our website and enhancing public relations and I will be producing *ESM*. I have some big shoes to fill, but I am lucky. Cindy has made herself available to mentor me into the position and I am looking forward to the challenges that lie ahead.

I've had the opportunity to chat with several NESRA members over the phone, and many of you have shared with me your ideas and experiences for the articles I have written. Each month, my goal is for NESRA members to have valuable employee services tips that apply to their yearly, monthly and daily tasks. From revenue-generating recycling programs to the special relationships between NESRA Associate Members and Organizational Members to tips on bartering for services, I always love to hear your fresh approaches to employee services. Likewise, I thought I might tell you my story.

My degree is in journalism and corporate communications. Through internships and job experiences, I've learned several writing styles including magazine, newsletter, television news and public relations. I have also participated in nonprofit event planning—writing articles, press releases and recruiting sponsors and participants.

My enthusiasm continues as I take on editor for *ESM*. At NESRA's 57th Annual Conference and Exhibit, I had the opportunity to meet many of the energetic, ambitious members that make up this organization and I am looking forward to serving your needs for information and resources. Now more than ever, the national media is noticing and reporting on the services you have been providing employees with for years. With these changes comes progress. As you share your experiences and your input, together we will keep *ESM* the number one resource tool for employee services providers.

If you have a story idea or know of someone who would be a great author or should be interviewed, call me, Renee Mula, (630) 368-1280 or e-mail me at NESRAHQ@aol.com.

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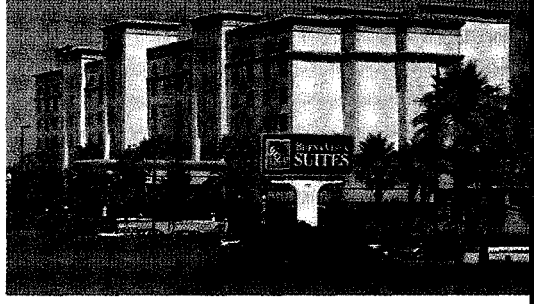
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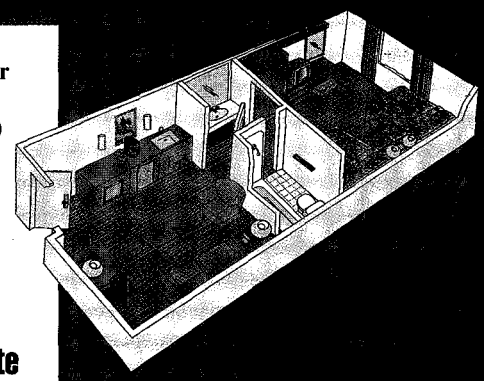
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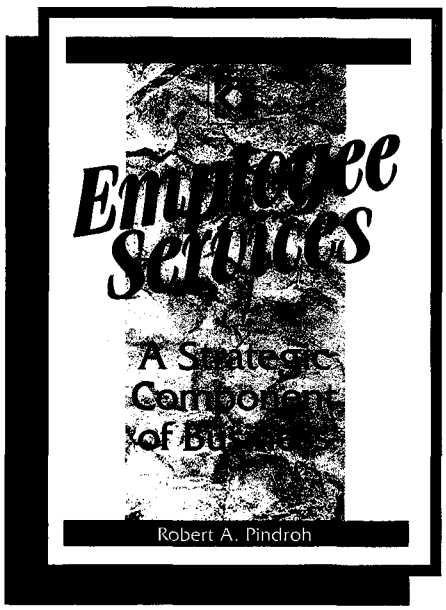
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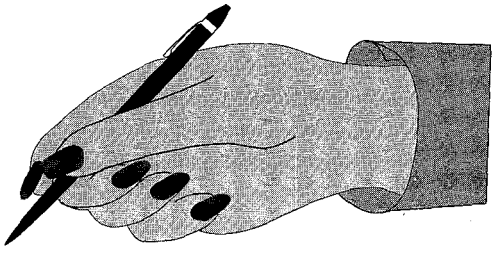
KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Professional

"If a window of opportunity appears, don't pull down the shade."

Tom Peters

Customer Surveys Are Effective



When performed properly, a customer survey becomes an integral part of the customer relations process. For the company looking to protect its flanks, as well as those seeking to increase market share, there are steps that can be taken to insure an effective and efficient customer survey.

According to Daniel Kanouse, Ph.D., executive vice president and chief operating officer of Take Charge Consultants, Downingtown, PA, companies should take these steps to improve their surveying process as well as customer relations.

1. Know your objectives. A clearly defined set of objectives helps to keep the team on track.

2. Identify the survey population. Make sure that the sample is representative of the population being surveyed. A well-defined and representative sample will give results from which the best conclusions can be drawn.

3. Verify your database. Do a sample mailing to see how accurate the information is.

4. Assemble the best qualified team. A customer survey team should be selected to find out what customers want and then make recommendations on how to deliver results.

5. Develop a strategic plan and timeline. Set milestones for completion and build in an allowance for any unexpected delays. All parties involved in the process need to know what will happen and when to expect results.

6. Collect data on a timely basis. Delays in data collection will result in return rates falling below levels required to be statistically reliable. Project the return rate prior to mailing the survey. Once the data is collected, analyze reports and give feedback to those surveyed without delay.

7. Turn survey results into actionable items and carry them through. Be sure that customers see the results of the survey, are met with personally, when possible, and are involved in action steps to correct problems or implement plans.

Further information on prepackaged as well as custom-designed survey software can be obtained by contacting Take Charge Consultants, Inc., 103 Garris Rd., P.O. Box 99, Downingtown, PA 19355, (800) 282-7209, (610) 269-9590, FAX (610) 269-2772, e-mail TCC@takechargeinc.com, http://ww.takechargeinc.com/TCC.

Add Pizzazz to Health Club Classes

Instill some excitement into your health club classes with these new ideas from *Swing Magazine*. Consider offering one or more of the following ideas to "jazz" things up:

Gospel moves: aerobic dancing to a live church choir.

Coed Wrestling: cardiovascular drills and contact exercises.

Capoeira: combines Brazilian martial arts and African dance, done to live drummers.

Club Night: spin or step to a live DJ, complete with disco ball.

Boot Camp: modeled on the Army's basic training.

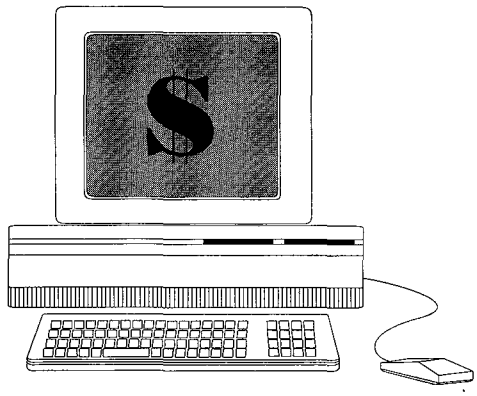
Recess: a chance to play tag, jump rope, play kickball, and run an obstacle course again.

Belly Dance: work your hips, abs, thighs, and buttocks; veils and finger cymbals are optional.

Fireperson Workout: climb ladders and tote hoses—taught by a real firefighter.

(Source: University of California, Berkeley Wellness Letter, June 1998)

Online Banking



Online consumers want more from their banks. There is a growing demand from customers who are interested in locating mortgages, auto loans and investments on the Internet. People are hungry for quality information and internet services that will assist them in managing their personal finances.

According to RateNet president, Ken Wanek, "Thirty-five percent of banks and credit unions have websites and only one in 10 of these offer online banking."

In a survey of its customers, RateNet found the number one reason consumers were searching the Internet for a new bank is that their current institution lacked convenient services such as online banking. "RateNet's visitors were not leaving for better rates," says Wanek. "They were simply looking for online institutions with at least competitive rates."

Considering current technology, the availability of financial alternatives on the Internet and the low cost of online services, financial institutions who do not participate in online banking are putting their futures at risk.

RateNet is a new website (www.rate.net) that monitors and ranks deposit and lending rates for over 11,000 institutions nationwide.

For more information, visit the website or contact Ken Wanek, (414) 223-2300 ext. 3037, kwanek@datatrac.net.

DID YOU KNOW?

- **A 14 percent increase in the sales of treadmills for the home helped push manufacturers' sales of fitness equipment over the $3-billion mark in 1997.**

(Source: Sporting Goods Manufacturers Association and Fitness Products Council)

- **About 228,000 women a year suffer a stroke and 60.6 percent die within eight years. Anywhere from 74-89 percent cannot identify a stroke's warning signs: sudden, severe**

"I wish I'd known early what I had to learn late."

Richie Ashburn, pro baseball player and announcer

"But I Gave You Instructions!"

Guidelines for Delegating Effectively

by Rebecca Morgan, CSP

"Wrong! It came back wrong again. I told Pat I wanted this typed in rough form and it was given back to me single-spaced instead of double. What's wrong with Pat?"

Does this sound familiar? Have you ever delegated a task only to have it returned differently than you expected? I have. Too many times.

What I have learned, regretfully, is that the reason many of my tasks are returned wrong is that I have the instructions wrong. Either they were incomplete or misleading. I assumed the delegatee knew what I meant, and I hadn't confirmed the understanding.

Sometimes staff members are timid about admitting when something is unclear or he feels he knows what to do. The following are guidelines I've developed from my own experience as well as from others who have learned how to delegate the hard way.

1. Don't fall into the "I can do it quicker and better" syndrome. If you do, you are not managing. You will stay stuck in a rut and keep your subordinates in a rut, too.

2. Clarify the task in your own mind. Visualize what the finished task/product would look like. Many times supervisors are disappointed with the work their subordinates return to them because the supervisors themselves weren't clear on what they wanted.

3. At first, write an outline or sketch what you want. You may feel

Continued on page 8

headaches; blurred vision; trouble speaking/ understanding speech; dizziness; and numbness.

(Source: USA Today, February 24, 1998)

- **Hide incentives in your store, such as hearts and cupids during Valentine's Day, for discounts. Employees find the hearts and cupids and redeem their discounts when they check out.**

(Source: ESRA Presents, July 1998)

Create A Blended Work Force

More and more companies are using temporary help, independent contractors, part-time workers and outsourced help. To avoid issues of mistrust, competition for jobs and other counter-productive working relations, try these tips.

1. Establish clear boundaries and skill requirements for contract employees. Decide what skills and work will be done by your core employees and what will be handled by the additional workers.

2. Develop policies and practices to support the blended work force. Make sure you provide consistent guidelines for the work, training, career advancement and management.

3. Implement parallel selection criteria for core and assignment employees. A written and uniform employee selection process will help develop a good work culture.

4. Set up an integrated communications program, where you can share relevant company information with all employees.

5. Use an on-site manager from the staffing services provider, who can manage the daily activities of the contract employees.

6. Integrate contract workers into company teams. Outline and communicate specific roles and responsibilities to all members of the team, regardless of employment status.

(Source: Olsten Corp., in HR Reporter, June 1997)

"But I Gave You Instructions!"

(Continued from page 7)

silly, but you'll find it helps clarify your wants. Soon you'll be verbally expressing what you want more clearly.

4. Do the task in your mind by walking through the various steps. This way you'll know to point out specific details that your delegatee may not know about.

5. Enlist your delegatee's help. Tell her you're improving your skills in giving instructions and would like her assistance.

6. Have him write out your verbal instructions. Ask him to repeat what he heard so you can make sure you're being clear. Don't just ask him to repeat what you've said—you'll sound condescending.

7. Don't be a perfectionist. If you get back work that is different than you expected, discuss the problem so you can fix the misunderstanding. If the work is acceptable, say, "This is fine for this time, however, next time I would like it done this way." Having someone continually redoing acceptable work so that it's perfect is demoralizing, frustrating, and a waste of time.

8. Write out instructions if the delegatee is not available for discussion, has a language barrier, or forgets easily.

9. Put a due date and time on your requests. If it is not possible to complete the task within the deadline, the delegatee must get back to you and renegotiate the time or have you give the task to another person.

10. Log tasks on an Assignment Tracking Sheet. List what was assigned and when it is due. Keep copies of instructions/due dates so things will not fall through the cracks.



11. Follow-up. Agree on check-in points. If your delegatee was given a week to complete a task, check in with her in three days. Ask: "How are you doing on X?" Rather than "Have you finished yet?" The latter puts her on the defensive and raises pressure. You can catch potential snags in the task by checking early.

12. Acknowledge good jobs, no matter how small. Work on improving bad ones. Ask, "How can we make sure this is done on time next time?" Form a team with your delegatee.

13. Allow him to use his own method after you trust the delegatee. You should care about the results, not the method. If you do this, your people will be more productive and creative and have more self-respect.

If you have the patience to follow these guidelines, your staff member will feel better about herself, you will get more accomplished and reduce your chances of a heart attack. It's not easy, but it's worth the effort.

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Rebecca L. Morgan, CSP, is a dynamic speaker and seminarist. She is author of three books, Making Time for Excellence, Calming Upset Customers, *and* Professional Selling. *For information on her speaking services, books and tapes, contact her at 1440 Newport Ave., San Jose, CA 95125, (408) 998-7977, (800) 247-9662, fax (408) 998-1742, Rebecca @RebeccaMorgan.com, www.RebeccaMorgan.com.*

Check Your Service for Clues

The following seven "sins" of service will lose customers. Evaluate your office to ensure that none of your representatives reveal the following turn-offs to customers.

1. **Apathy.** The uncommitted, uncaring employee.
2. **The brush-off.** Trying to avoid the customer and the problem.
3. **Coldness.** Brusque or impersonal responses.
4. **Condescension.** Treating a customer as if s/he is incompetent.
5. **Robotism.** The thank-you-have-a-nice-day routine.
6. **The rule book.** Refusing to be flexible in special circumstances.
7. **The runaround.** Passing the buck (and the customer).

(Source: The Competitive Advantage, Preview Issue)

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Editor/Production: Karen G. Beagley

Newsletters Create Company Support

Looking for new slants to traditional employee newsletter stories? Here are a few suggestions that will perk up your publication.

Select employee anniversary profiles give life to standard feature.

HealthSystem Minnesota's *Insights* provides a little variation to the "service anniversary" story by publishing profiles on just five employees who have been at the company for 35 years or more. Instead of filling an entire page or two to list all the employees who have been at the company one, two, or three years, and so on, editors ask each of the long-term employees to answer two questions: "What is the biggest change you've seen in healthcare?" and "What have you found most rewarding about staying through all the changes?" Accompanying each profile are two photos—one of the employee "today" and one of the employee "yesterday." A few pages later, editors list this year's service award recipients—but start with employees with at least 10 years' tenure.

Concept of business partnerships gets lucid play.

Editors at Labatt's *At Labatt* newsletter keep their pulse on the industry trends and share them with readers. A recent feature story discusses the company's reliance on partnerships, and the important role they play in doing business. "Welcome to the new world of power relationships. The millennium's version of togetherness. Companies are working jointly to accomplish mutual goals in a global marketplace that's spinning faster every day. With a mighty momentum, partnering is tearing down traditional boundaries between organizations and replacing them with new processes, behaviors and activities..." Editors explain how partnerships help a company grow, and how Labatt determines which company is a good one to partner with—one partner includes the world's largest glass container manufacturer in the world, who provides the bottles for Labatt.

In a sidebar, editors further illustrate the point by profiling Harley-Davidson Motor Company's CEO, Rich Teerlink, who recently spoke to several thousand Harley dealers from across North America encouraging them to "not only do what's good for each other but also to focus on what's best for the customer." Teerlink says alliances come easy to Harley-Davidson, which started with a partnership in 1903 "when William S. Harley and brothers Walter and Author Davidson and their fathers put the first motorcycle under their name on American city streets," and still look for good business opportunities in partnering.

A roving reporter feature holds employees accountable.

In a recent issue of BASF Corp.'s *BASF Information*, a roving reporter asks the question, "What are you doing to help BASF Corporation achieve the cost reduction goal of $150 million as it relates to the Efficiency Improvement Program?" The feature included answers by four employees of various position and level. The answers spark ideas in the minds of other employees. For instance, customer service representative Theresa Weathers offers several tips that could be applied to any department: "We, in Customer Service, recycle all the paper generated or received in the office. The Dalton site has recycle boxes throughout the building for the various types of paper and we sell the paper to a recycling company. We also reuse our manila folders and hanging files. We check for economical airline rates when traveling, book flights with the least expensive rate, and turnout our office lights when we leave for lunch."

Influence change and change attitudes with your employee newsletter.

Editors make a move to explain change in company offices.

It's likely that any company that decides to move its offices is hearing a lot of grumbling from employees. Editors at the Lansing Board of Water & Light's *Pipeline* help the transition by running a front-page article providing the details of the move and explaining that it makes financial sense. But the best part is a box that responds to employees who may have been clamoring for a remodeling over a move. An extensive chart lists the various costs involved in both scenarios. The tally at the end shows that a relocation will save the company more than $3.5 million over renovations. Employees can't argue with that.

CEO gets candid about industry mergers.

After a merger announcement, employees are left wondering what to expect from the new company, and executives wonder if they actually made the right decision. In light of a spate of bank mergers in Canada, editors at Scotiabank's newsletter explore the "new opportunities with merger mania," in a recent special report. Editors include an interview with Scotiabank's chairman and CEO, who explains why the proposed mergers are not right for Canada. "They are aimed at trying to establish a dominant position in the Canadian market...they are not aimed at benefiting Canadian consumers and business." Editors also include a "sampling of reaction from key players including bankers, politicians and interest groups"—that share Scotiabank's stance of not supporting mergers that "significantly increase concentration and market dominance in Canada." Quotes from the Minister of Finance, Secretary of State for International Financial Institutions, analysts, and shareholders mirror that view.

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DEPENDENT CARE NOW:

DUAL ISSUES

By Renee Mula, Editor

CHILDCARE

Sheila Chatto, programmer analyst for Neuville Industries, Hildebran, NC, starts her day just before 8 a.m. when she drops her son off at the company childcare facility just 25 yards from her office. She recently changed her work hours from a full 8-hour day to six hours, to spend more time with her two toddlers. Making time for an aerobics class during lunch and a break during the day to visit with her son, the two of them are on their way home by 2:00 p.m.

Peg Folta, computer scientist, biotechnology department, Lawrence Livermore Laboratory, Livermore, CA, considers 60 percent of her work schedule to be flexible time. With two children at the company's childcare facility and a husband that works full time, her daily schedule varies. Folta and her husband take turns bringing and picking up the kids, depending on their schedules. The children are usually at childcare by 8:15 a.m., occasionally Folta will meet them for lunch and then end the day with a last minute child pickup at 5:45 p.m., just before the center closes. Although she has a couple of days off per week, sometimes she'll take the children to the center anyway, so they don't miss out on their favorite activities.

Childcare: What Do Employees Want?

When employees who deal with dependent care issues are asked what would make their lives easier, they usually say flexible work arrangements, according to Ann Vincola, senior partner, Corporate Work/Life Consulting, Boston, MA. Working at home, part-time, four-day weeks or job sharing are all options that Vincola has discussed with her client companies. Flex- or part-time hours, along with an on-site childcare facility allow parents to spend more time with their children, at work and home. And that combination seems to be the trend with many NESRA member employees.

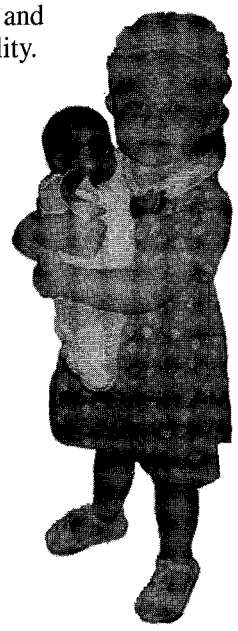
"It's good for them [the children] that we're here, close by, but for me working part-time is also important," says Chatto. "There are a good many [employees] that are opting for shorter hours," she adds. When Chatto originally interviewed for her job at Neuville Industries, it was a full-time position. She told them she wanted shorter hours and Neuville eventually accommodated her request.

On-Site Childcare Is One Possibility

Some companies have the space, money and employee need for an on-site childcare facility. Obviously, some parents that work at a company without a childcare facility want one. However, most of the companies that have not built one yet do not plan on building one in the future because it is not

Lawrence Livermore Laboratory Childcare Center, Livermore, CA





Parents can be more productive knowing their children are well cared for in an on-site childcare center like the one at Lawrence Livermore Laboratory.

cost-effective for them. "To make one facility is not feasible [for Time Warner] because it would not be by the office since our multi-locations cover such a large geographical area," says Cindy Jameson, CESRA, director of human resources, Time Warner Communications, Clearwater, FL. Vincola adds, "On-site is a possibility but it is an investment, the most expensive investment in childcare."

So, for the companies that have smaller, multi-location offices or for CEOs who do not feel a childcare facility would be cost-effective for their company, a research and referral service is another option. Since Time Warner does not have a childcare facility, Jameson says employees want more discounts for day-care facilities in multi-counties. Vincola explains that already referral services have expanded at many companies to be more of a comprehensive type of service, including a full spectrum of life services such as financial planning, prenatal care advice and college selection assistance. She says, "Employers are thinking, 'how else can I help my employees so their lives are easier and they will be more productive?'" Such is the case at The Boeing Company, Seattle, WA, where Working Solutions, their research and referral service, provides information on everything from preparing for child-birth and parenting to balancing work and breast feeding to aiding with homework and academic problems.

St. Mary Hospital Childcare Center, Livonia, MI

At St. Mary Hospital Childcare, children can learn and play from 6:30 a.m. to 6:30 p.m., while their parents work nearby.



Childcare Director Sister Joyce Van de Vyver says women sign up for daycare as soon as they find out they are going to have a baby.



Other requests for the future of dependent care include before- and after-school programs, more space to accommodate more children, extended facility hours, kindergarten classes and intergenerational programs, where children are paired with elders.

Promoting Your Childcare Services

Most childcare centers do not have a problem promoting their sites. In fact, many of them have long waiting lists. "Our center is well-known in the community. It is promoted by word of mouth and its community reputation," says Elena Azzarita, vice president of human resources, Neuville Industries. In fact, they are building another site four hours from the existing location.

At St. Mary Hospital, Livonia, MI, it could take anywhere from a year to two years to get a child accepted into daycare. According to Sister Joyce Van de Vyver, St. Mary Hospital Childcare Center director, women sign up as soon as they find out they are going to have a child. Employees of the hospital are put at the top of the list, but community residents also are welcome.

Gloria Wilcox, CESRA, coordinator, employee services, North Memorial Healthcare, Robbinsdale, MN describes how expectant mothers receive care packages as part of their childcare center promotion. The package includes an information sheet explaining the ABCs of registering your child at North Memorial daycare, childcare referral services and coupons or discounts for the following services: 10 percent off on prenatal classes, a free breast pump, exercise classes, massage discounts and books from the medical library. And that's just before the baby arrives! After the birth of the child, parents receive another bag filled with more coupons and corporate recognition for the new addition to their family.

Working Solutions promotes their facility through employee mailers, posters, e-mails, the company website and articles in the company newsletter. Bud Fishback, CESRA, recreation manager, says the service is always up on current childcare topics. It provides

employees with articles preparing them for back to school and holds awareness fairs, where Working Solutions goes out into the workforce at lunchtime and educates employees about its services.

Corporations promote their services through several other outlets including advertisements included in employee payroll envelopes and on the intranet.

Evaluate Your Decision

Whether employees receive services through an on-site childcare facility, research and referral service or flexible scheduling, evaluate your company's program on a regular basis. "Take some baseline measurements and look at the return on your investment," advises Vincola. "Make sure that it is economically sound for them to continue with the program offerings," she adds. Vincola suggests that research be performed through focus groups and by examining turnover rates, employee opinions after they use the program and attitudes over time. It is this kind of reassurance that will let CEOs know that they are accomplishing their work/life goals. Because of employee services, workers are not concerned about their children and they can focus on their jobs.

One Out Of Four Employees Does Not Know They Are Dealing With Eldercare Issues At Home

Eldercare

Dick Goyt, engineering function manager, The Boeing Company, Seattle, WA, first discovered how Boeing's eldercare services could help his family when both of his wife's grandmothers needed out-of-state dependent care. Both times, Goyt used Boeing's eldercare assistance program to find the names and phone numbers of eldercare services in the grandmothers' areas. Nevertheless, it was not until a year ago that eldercare issues really hit home when Goyt's mother could no longer live independently.

She lived about 100 miles from him in an area just outside of town where most of her neighbors worked during the day. "About a year ago she fell and broke the top part of her leg. She laid there for a day and half," Goyt admits. It was then that Goyt, his sister and his mother discussed her moving into an apartment. "She insisted; she wanted to move back to her place," explains Goyt. But not long after, she fell again. "It scared her when she fell. She became very afraid for her own safety," he explains. That's when Goyt referred back to Boeing's employee eldercare services.

With Goyt's mother living so far away, he did not have access to phone books or directories in the area. "It's been a great resource. There's no way we could have found a place because we didn't have the network capabilities that the program does. In a day or two we had all the information we needed," Goyt says.

Through the program, Goyt and his family chose an apartment complex for elders. Now, Goyt's mother is close to transportation and has met new people. Most importantly, the complex has a building manager, who the elder must notify when she leaves home and who checks up on her frequently.

Increasing Awareness

Although eldercare is often talked about in the media, it is not easy for employees to discuss at work, making finding out what employees want a little more difficult. Joy Loverde, author of *The Complete Eldercare Planner* and eldercare consultant for Silvercare Productions, Chicago, IL, says one out of four employees do not know they are dealing with eldercare issues at home. She explains three reasons why employees do not utilize their workplace eldercare referral service, even when they need it:

1) Employee Attitude. Many employees do not know when eldercare begins. They are often providing eldercare for someone and do not realize it. Eldercare includes picking up a prescription for an elder, taking an elder to a doctor's appointment or being the person an elder calls in an emergency situation.



Oftentimes, components of eldercare involve intergenerational activities.

2) Employees Attempt To Use The Referral Service But Their Parents Reject It. The employee needs to be educated on how to present this information to their parents.

3) Guilt. Guilt is the number one reason employees think they have to care for their parents on their own. They feel as though they need to prove that they are the "good child."

What Do Employees Need?

An eldercare program should not be considered an employee preference. Often, employees do not plan for future eldercare needs. But, when an eldercare situation arises and they need answers, they appreciate the assistance. Loverde advises that planning is the most effective way to assist employees. The Boeing Company's eldercare program helps their employees through a resource and referral service called Working Solutions, says Becky Evans, manager, family care resources. This program allows Boeing employees nationwide to call the 800 number and talk with a representative. "Working Solutions can help find centers for adult daycare, retirement homes, give ideas on how to discuss it with your parent or even help reserve a plane ride if a parent needs emergency care out of state," explains Evans.



Elders at St. Mary Hospital's assisted living program visit with children to share activities including art and baking projects, stories, music and conversation.

Next, Loverde emphasizes the importance of providing employees with flextime on an emergency basis, so they can tend to their elders immediately. All company managers should be up-to-date on the Family and Medical Leave Act (FMLA), a government mandated program. (For more information on FMLA visit the website at www.dol.gov/elaws/fmla.htm.) According to Vincola there are two additional programs regulated by the Internal Revenue Service (IRS) called the Dependent Assistance Plan and Direct Subsidy. Employees using the Dependent Assistance Plan have a portion of their paycheck put into a separate, nontaxable account to be spent only on dependent care. Direct Subsidy is available to lower wage earners who need help paying for eldercare and childcare. Employees are given money to pay for dependent care. A salary threshold and criteria determines eligibility. Call the IRS for more information.



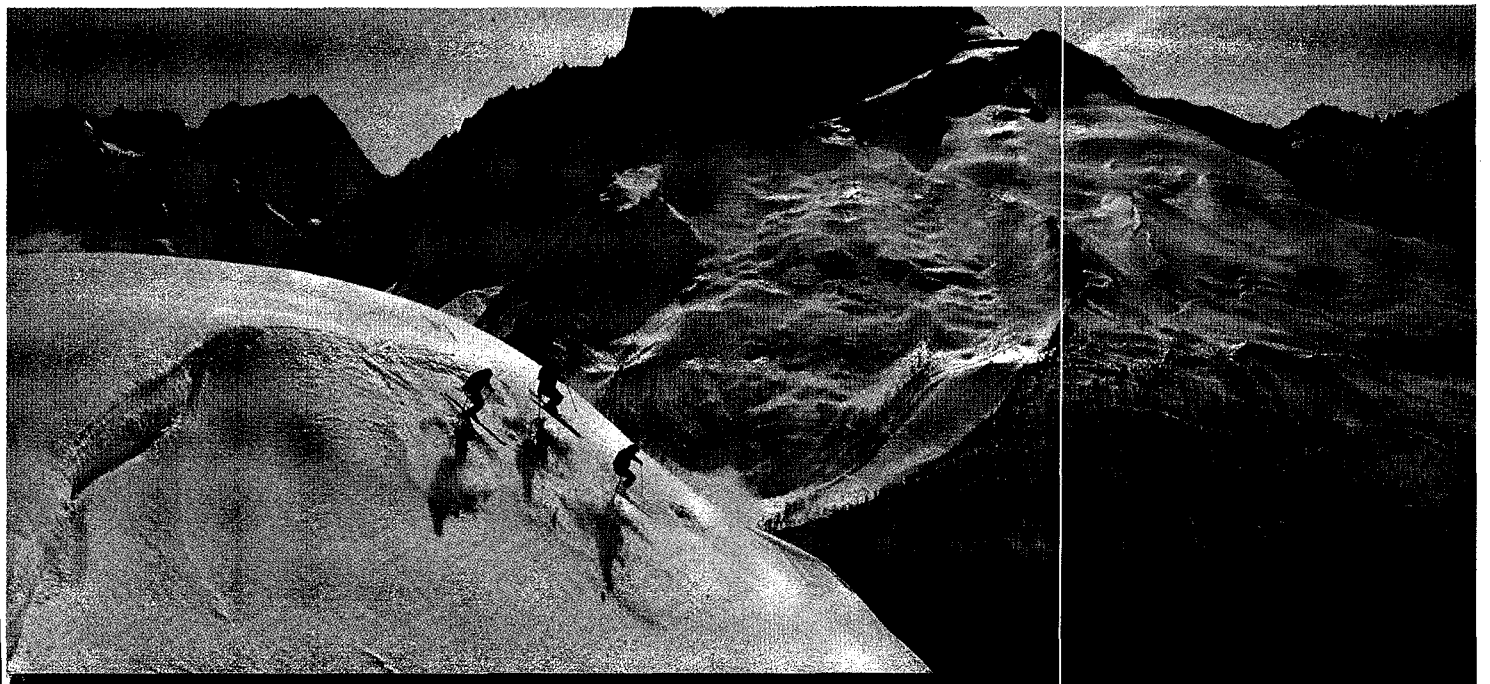
Eldercare facilities allow seniors to be active and social in a safe environment.

Third, Loverde suggests workshops or seminars to discuss eldercare. "In general, we are always trying to educate," says Randy Schools, CESRA, president of recreation and welfare, National Institutes of Health (NIH), Bethesda, MD. NIH invites consultants to speak about eldercare and holds lunchtime forums for employees to discuss their personal eldercare issues and share advice.

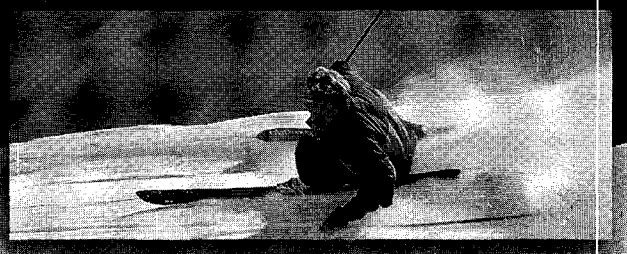
Lastly, Loverde recommends housing books and videos at the worksite for both childcare and eldercare. "There should be a separate section for each," she clarifies.

Conclusion

Since employees do not always talk about eldercare issues, Loverde says it is safe to assume that employees are dealing with them. Direction and guidance should accompany research and referral lists. Remember that caring for a parent is both stressful and time-consuming in itself. Give employees piece of mind by hiring a consultant to advise employees on how to deal with all aspects of dependent care.



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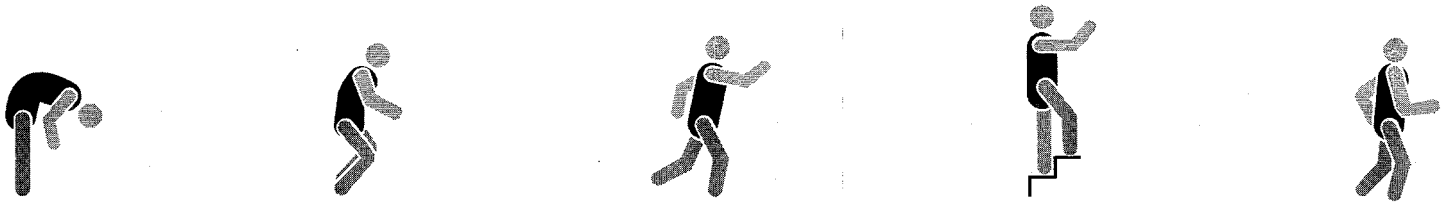
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Deskercise

This is part one of a three-part series on how to prevent strain of the commonly overused areas of your body. The following exercises can be performed at work. This month's topic is relieving BACK PAIN.

by Viveca Jonsson

Stretching, moving, exercising—deskercising! Save your back some aches and pains by treating your body right while you are at work. Keep your spine flexible and muscles relaxed and strong by doing these simple exercises and stretches right at your desk!

What Causes Back Strain?

Most of us have suffered from acute back pain at one time or another, along with an estimated two thirds of the population. Sometimes we can point at a certain action, like lifting a child into a car seat, lifting a garbage can or moving furniture, as the movement that caused our back injury. However, in most cases the underlying reason for the back pain is ongoing stress on the structures that eventually weakens them and makes them prone to injury. Back pain can stem from clear causes such as accidents or injuries or certain medical conditions such as kidney disorders or pelvic inflammatory disease, but the reason for many cases of chronic back pain may never be clearly established.

If you work in a job that requires lifting, standing or sitting for extended periods of time your back may feel tired, stiff and achy after a 40-hour work week. The best way to avoid these symptoms and keep your back healthy is to take care of it while it is working. Using correct posture, keeping your trunk muscles strong to support the spine and doing the following exercises regularly, throughout the day, will help keep your back in action.



Viveca Jonsson is the president and CEO of VIVECORP INC., Seattle, WA, that specializes in providing corporations of all sizes with fitness and health promotion programs. For more information call (425) 430-2454.

Use Correct Posture

The spine has three natural curves. Looking from the side, the cervical spine (neck) will curve slightly forward, the thoracic spine (upper back) will arch slightly backward and finally the lumbar spine (lower back) will curve forward again. Try to maintain these natural curves as much as possible whether you are sitting, standing or lifting.

Good posture will prevent the overtiring of the back muscles. Slouching can mistakenly be considered a relaxed position because it stretches out the back muscles to the point where they give up and relax. However, it is important to keep in mind that at that point they no longer support the spine, but have transferred that burden to the ligaments. This is referred to as "hanging from one's ligaments" and results in overworked and overstretched ligaments that can cause back pain, stiffness and fatigue. Continual slouching also produces increased pressure in the discs, which can result in injuries. If you have the tendency to slouch at your desk, try setting the alarm on your watch or computer to remind you to check your posture on the hour.

Strengthen Your Trunk Muscles

The best way to strengthen the girdle muscles that support and protect your spine is to remember to keep the stomach muscles tight and your belly button pressed toward the spine throughout the day, in sitting as well as standing.

Here are some exercises that will help strengthen your trunk muscles. Do not attempt any of the following exercises or stretches if you are currently experiencing back pain, these exercises cause any discomfort or pain, or without consulting your physician if you are or were treated in the past for back problems.

1. **At Work:** Lean your back against the wall, your feet approximately one foot from the wall, knees bent. A slight space will exist between your lower back and the wall. Exhale and press your belly button to the wall. Hold this position counting to five. Then return to the starting position and repeat.
2. **At Home:** Lay on your stomach with your arms stretched forward. Keeping your face parallel with the floor, lift your left arm and right leg approximately two inches off the floor. Stretch your arm forward and leg backward. Hold this position counting to five, then return to the starting position and repeat with the other arm and leg.

Realign Your Spine

1. **To realign your cervical spine (see figure 1)**, pull your chin straight backward while keeping your chin level. Then, reach your chin forward and return to a neutral curve of the neck. Repeat slowly five times.

2. **To realign the spine in your upper back (see figure 2)**, bend both arms at the elbows, place one arm up, behind your head and the other down, behind your back. Press both arms gently backward. Reverse the arm position and repeat five times.

3. **To realign your lower back (see figure 3)**, stand with feet apart and knees bent. Press your fists against your lower back at each side of the sacrum (right below where the vertebrae end). Keeping your hips from moving forward, lift your chest up and backward producing a long, stretched-out, backward curve of your spine. Hold that position while counting to five, then slowly return to the starting position. Repeat slowly five times.

Relax To Stretch The Muscles

1. **To relax your shoulders and improve circulation in your neck, shoulder and upper back muscles,** do slow shoulder circles, 10 to the front and 10 back.

2. **To relax the middle back,** start by giving yourself a hug, reaching the fingers as far back around your shoulders as you can on each side. Then, bring your elbows around, behind your upper back and toward each other. Repeat slowly five times.

3. **To relax your lower back,** stand with legs apart, knees bent and hands on your thighs. Lean over slightly, placing some weight on your arms. Using your stomach muscles, press your spine into a gentle arch, lifting your pelvis under. Hold this position until you feel your back muscles stretching and relaxing, then return to a neutral curve. Repeat slowly five times.

Look for the proceeding parts of Deskercise in upcoming *ESM* issues.



Figure 1



Figure 2



Figure 3

Tips From The Meeting Experts



Many of us find ourselves frequently leading and attending meetings and assuming we're doing it right! But, that's not always the case. If you've learned how, as a meeting leader or participant, to make all of your meetings productive, then read no further. If not, adopt these tips from Meeting Professionals International to make your meetings worthwhile.

It is common to dread meetings because people feel nothing is accomplished and their time is wasted...meetings are inconvenient, have no purpose, they're boring, trivial, frustrating, last forever and go off on tangents. We're all too busy.

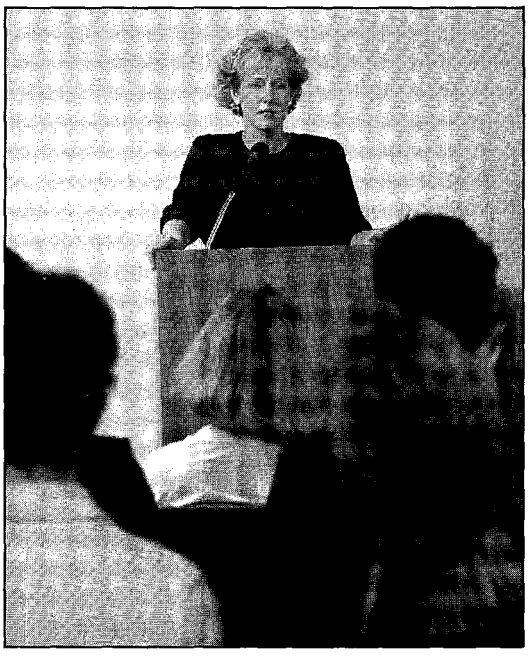
Yet, meetings are fundamental to good operations and good two-way communications (from the top down AND the bottom up.) They are necessary to establish goals, analyze and solve problems, plan, train, inform, research, motivate and measure results. Increasing the productivity of your meetings will increase the power and effectiveness of your organization. The meeting is the basic building block of business.

"It is common to dread meetings because people feel nothing is accomplished and their time is wasted. . ."

There is a sense of achievement following a well-conducted meeting, when things get done and people get involved. A good meeting focuses on the agenda, runs smoothly and improves morale. It gives a sense of appreciation to creative, caring, energetic and intelligent participants. They look forward to the next meeting, knowing that if it will be worthwhile, it will incorporate defined objectives, planning and time limits—the basics of all good meetings. It will bring out the best in everyone and accomplish the work of your mission statement.

Before The Meeting

1. Remember that good meetings don't just happen, but require thought and planning. Set objectives for the meeting and establish your goals.
2. Decide if a meeting is really necessary—would a well-written memo, or, better yet, a phone call establish the set goals? Effective meeting leaders only meet when there's an absolute need. Establish what ALL the participants need to achieve, the purpose of the projects and what you want people to get out of the meeting.
3. Decide who must attend—involve all who need to be there, either to provide input or to take something away from the meeting.
4. Determine a mutually convenient time.
5. Estimate the time allotment for topics to be discussed. Set realistic time limits. Respect other people's time. All meetings should start and end on time, with the times indicated on the agenda.
6. If inviting people to speak, set time limits on their presentation in advance.
7. Always prepare an agenda. It provides structure, control and direction for the meeting. Establish priority issues—only schedule topics that are relevant to ALL concerned—schedule other topics for SEPARATE meetings. Allow appropriate time for participation and idea exchange by setting time limits on issues. Excellent meetings are 80 percent preplanning and 20 percent execution. No meeting, however small, should be conducted without a list of items to be discussed and acted upon. On the agenda, write the actions that are to be taken. ("Winging-it" will not turn collective unconscious chaos into order.)
8. Distribute agendas in time for participants to prepare.



Effective Leader Practices

During the Meeting, the Leader should:

1. Arrive on time.
2. Start the meeting promptly.
3. Be a facilitator—manage the meeting process, not the people at the meeting.

   a) Listen, give positive reinforcement, record and integrate all ideas. Encourage openness and a free flow of ideas. Turn decisions into group decisions.

   b) The good leader sets the time and subject parameters, then sets the group into action. S/he is not the person with all the answers, but rather stimulates an exchange of ideas, keeping the meeting on target. His/her status in discussions should equal, but not exceed that of other members.

   c) Be prepared to delegate, organize, visualize, energize and handle responsibility within the team concept. Be able to communicate, to gather information, crystallize ideas and develop proposals.

   d) Know when to talk and when to listen, when to participate and when to delegate. Learn timing and flexibility.

   e) Good leaders exhibit animation, confidence, enthusiasm and sincerity. They maintain eye contact, use appropriate body language, vary the tone, level and speed of their voices and tell personal stories to get their points across.
4. Clarify the objectives and keep them in sight throughout.
5. Don't waste time—control it:

   a) Keep the discussion on track—limit it to relevant topics.

   b) Minimize repetition.

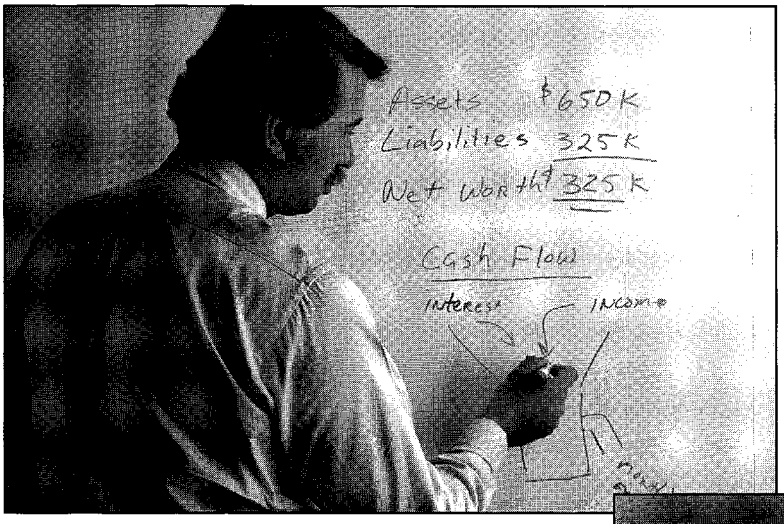
   c) Stay focused on one issue at a time.
6. Maintain open communication among all group members. Remember that silence is also communication.
7. Encourage balanced participation.
8. Handle all issues directly. Break up hot controversies.
9. To make decisions, discuss the issue from all sides with input from EVERYONE, then vote on it. Recognize that conflict and creativity are closely related and necessary to explore all opinions thoroughly.
10. Give feedback to the group regarding their progress. Give a sense of push, urgency and purpose to the group.
11. Take notes on major facts, opinions, questions, agreements, decisions and assignments.
12. Watch the timetable and always end on time.
13. Summarize the results of the meeting. Establish what has been accomplished.
14. Make assignments, if necessary. Ensure the workload is shared fairly. Clarify who said what they would do by when.
15. Schedule future meetings, if necessary.

Productive Attendee Behaviors

During the Meeting, the Attendees Should:

1. Arrive on time.
2. Participate—a good meeting depends on quality (not quantity) participation by all members.
3. Listen carefully to others and avoid arguing.
4. Not engage in side conversations.
5. Stay on track with the topic at hand.
6. Speak up with relevant questions and points, but keep responses short and to-the-point.

A Good Meeting Depends On Quality Participation By All Members



7. Contribute appropriate information.
8. Not fake agreement because of conformity pressures.
9. Take notes and record assignments.

Post Meeting Practices

After the Meeting, the Leader Should:

1. Analyze the effectiveness of his/her leadership and determine how it could be improved.
2. Inform other individuals if their involvement is needed in a timely manner. Communicate relevant problems, findings and solutions where necessary. Always follow-up. Each meeting is part of a larger process to achieve an ultimate goal, not an isolated event.

After the Meeting, the Attendees Should:

1. Analyze the effectiveness of their participation and determine how it could be improved.
2. Follow-up on any assignments received.

Conclusion

You might consider varying the format of venue of regular meetings to maintain interest.



Ask various members to be responsible for planning and leading meetings to maintain group involvement and momentum. Having input at the planning stage will encourage everyone to pursue meeting objectives.

The bottom line then, is to approach all meetings with a progressive, sincere and professional attitude, adequate lead time and preparation for all. Expect and demand excellence whatever the size of the meeting, and keep in mind your goal to improve situations or resolve critical problems.



Meeting Professionals International (MPI), Dallas, TX, has more than 16,000 members in 62 countries. MPI's mission is to provide education opportunities and recognition for those in the meetings industry.

Do You Need

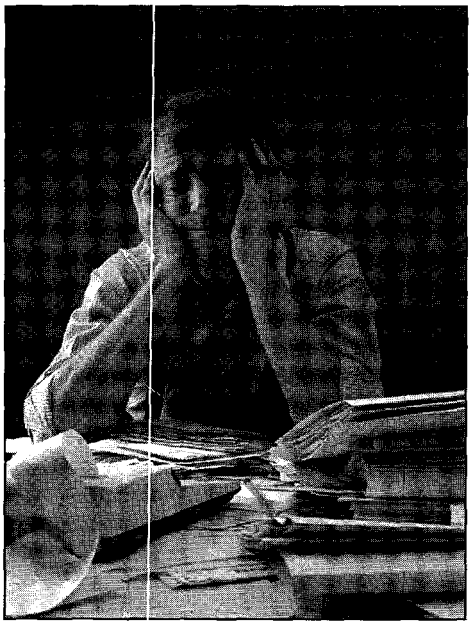
A J b Switch, Life Planning Or Just A Vacation?

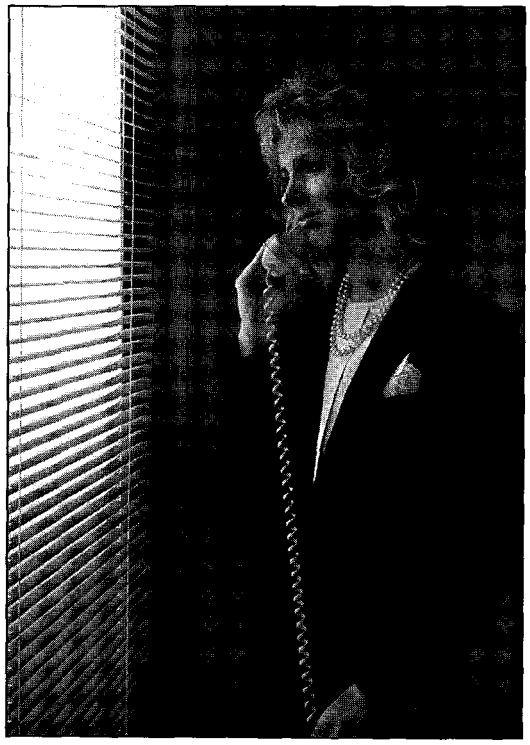
By Caela Farren

Today's workers are stressed. Trying to meet the demands at work, both men and women often feel they are cheating their families. And rarely do they have time for themselves.

Statistics support this feeling. A 1997 poll by *US News & World Report* and Bozell Worldwide found 50 percent of Americans believe that, as a society, we put too much emphasis on work and not enough on leisure. That compares with 28 percent who felt that way in 1996.

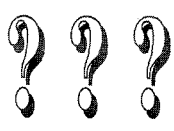
"Trying to balance a heavy workload with family responsibility creates high stress levels, poor coping and insufficient time and energy for important people in employees' lives," say Reggie Gitlin, senior vice president, Work/Life Benefits, Cypress, CA. Pulled constantly in one direction and then another, employees often feel as though they are on a never-ending treadmill.





Look at Warren Ruhnow, for example. He seemed to have it all: a six-figure salary, a fulfilling engineering sales job. Then he traded it all in, quitting his lucrative job to make time for hobbies, coaching his children's Little League games and spending more time with his family. "Other people looked at me like: 'Are you really going to do this?'" says Ruhnow of New Hartford, NY. "But all I have to satisfy is my family. It was worth it." Ruhnow, 44, now works occasionally for H&R Block. "Employees are stressed trying to find a satisfying work/life balance," says Gitlin. "It's a problem we see across age groups, industries and company size."

Statistics support this belief. In a 1994 Department of Labor survey of 250,000 women, almost 60 percent cited "too much stress" as their number one problem at work. Stress came from the need to balance work and family. A 1995 poll of 705 workers found nearly 30 percent experience stress at least once or twice a week. Twenty-five percent of accountants report being



stressed out daily, according to Accountants on Call of Saddle Brook, NJ. "It's clearly a social phenomenon. People are perceiving stress as higher in their lives than ever before," says Stewart Beltz, director of employee health, CIGNA Corporation, Philadelphia, PA.

So, is this stress indicating that you need a career make-over or just a good, long vacation? Will switching jobs help alleviate tension, or will these stress-causing issues follow you wherever you go? To answer these questions, you need to take the time to figure out how you really want to spend your time. Self-managing your career enables you to take charge of your life and manage your career more productively using a whole-person approach. By assessing where you are now, and figuring out where you want to go, you will begin to establish priorities for your work and personal life. You can create a plan for how to work with less stress and how to successfully divide your time among all your priorities.

> *"People cannot find their missions until they know themselves."*
> —Laurie Beth Jones

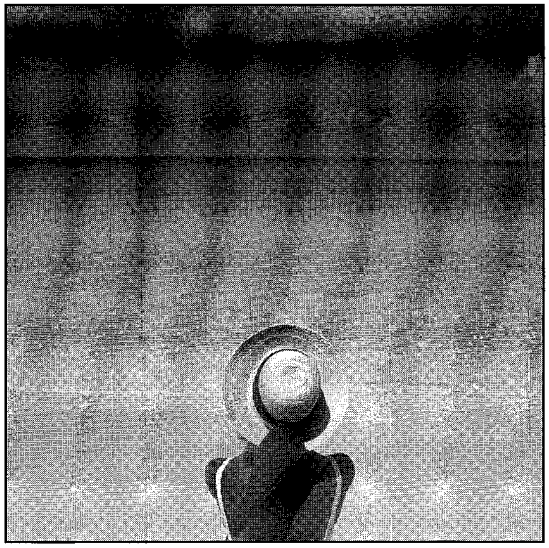
Assess your values.[1] Given the many pressures in life, reducing stress requires living your values, and being true to what's important—sports, hobbies, family, painting, reading, challenging work, collegial support, etc. Ruhnow saw the importance of his family and redesigned his work life to make room for what he valued.

- What are your top 10 values?
- When have you been happiest in work?
- When have you been unhappy at work?
- Which values were present?
- Which were missing?

What Would It Take To Live The Way You Want?

Assess your needs. Twelve basic needs drive us as individuals and as a society. They are: home and shelter, family and kinship, work and career, social relationships, physical and mental health, economic security, learning, transportation and mobility, environment and safety, community, leisure, and spirituality. At different times in our lives some of these needs are more important than others. In assessing priorities, ask yourself:

- Which of these needs is most important?
- How important is time with your children? Spouse? Friends?
- How important is success at work?
- What would it take to have better self-esteem? More self-confidence?
- What type of work do you find satisfying and what would it take to have it?
- What would it take to live the way you want? Leisure activities? Volunteer activities? Time outdoors or with the arts?
- How important is time for yourself?[2] Establish your goals. A realistic view of your needs helps you to delineate your goals now and for the future more clearly and honestly. Define your personal and professional goals and be sure to be as specific as possible.



- What kind of a relationship do you want with your family now? 5-10 years from now? Do you want to be very involved in school functions and extracurricular activities? What changes do you see in the next 3-5 years? How are you preparing?
- How is your health? What changes do you anticipate in the next five years? 10 years? What do you need to be doing now to be ready?
- How would you like to see your career developing over the next five years? 10 years? What skills do you hope to acquire? What contributions do you want to make?
- What are your personal goals? Is your self-esteem and confidence coming from work, home, a combination of

both? Do you want to change this balance? Do you want more time for community activities, hobbies?[3]

Assess your stress. Everyone is stressed at one time or another. As employees try to cram more into their already busy schedules, imbalance rises and stress escalates.

- A 1997 study by Steelcase, Grand Rapids, MI, found that nearly 50 percent of workers in offices of 100 or more employees worked more hours than they did five years ago.
- A recent survey by Northwestern National Life Insurance Company found that four out of every 10 workers find their jobs very or extremely stressful.
- A 1997 survey cosponsored by the National Alliance for Caregiving (NAC), the American Association of Retired Persons (AARP), and Glaxo Wellcome reports that almost one-fourth of American households—22.4 million families—are providing elder-care. That is more than a threefold increase from 7 million caregivers found in a similar survey a decade ago.
- A 1998 report from Catalyst indicated that females make up 45.6 percent of the working population and that 40 percent of all women in the labor force have children under 18.
- One of the fastest growing segments of the work force is women who have young children. The other fast-growing segment: single, custodial fathers according to the Fatherhood Project.
- According to the U.S. Department of Labor, 48 percent of all workers come from "dual-earner" homes. By the year 2000, "dual-earner" households will represent 51 percent of all families—up 40 percent since 1980.

With statistics such as these, it is no wonder that today's workers are stressed out. This is why it is important that you assess your level of stress as honestly as you can. Is changing jobs going to impact your stress level or are you likely to encounter these same issues in any position?

Is it worthwhile to manage your career by figuring out how you really want to spend your time? Here's what Janet, a 38 year-old executive at a large technology company has to say. "It [managing her career] changed my life. Now I'm in the same job, but I'm working 45 hours a week, firm. I'm working so much more effectively, with less stress, that I don't let anything slip. I'm starting to have more time for my children and my husband. I am even thinking of doing something for myself. Unless I had stopped and really thought through these issues, and done some concerted work to figure out how to structure what I want to do, I would still be jumping through hoops with my company and my family, feeling I was failing at both."

Everyone Is Stressed At One Time Or Another.

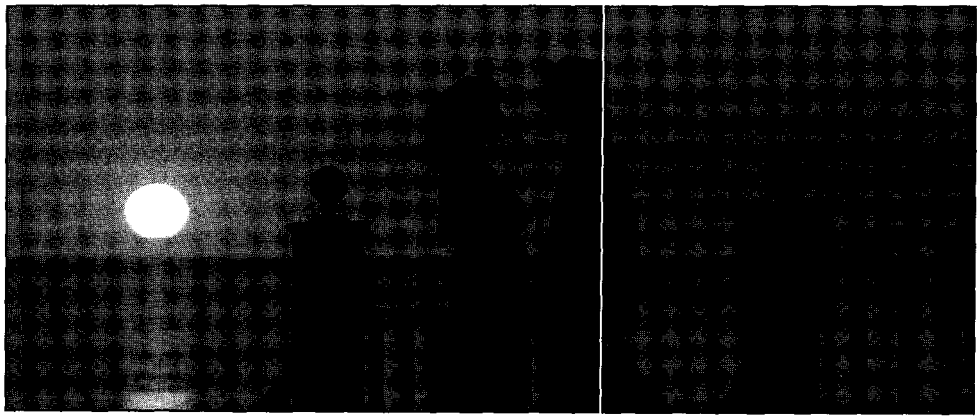
Do you need a job switch or just a vacation? By applying purposeful life planning and self-examination you will be prepared to manage the journey that is your future. You will have the life of your dreams.

Caela Farren, Ph.D. is the CEO of MasteryWorks, Inc., based in Annandale, VA. She is also the author of Who's Running Your Career? Creating Stable Work in Unstable Times *(Bard Press, 1997).*
The LifeMastery Builder, The Twenty Year Journey, *and* Living Your Values *are published by MasteryWorks. For more information, Farren can be reached directly at (800) 225-9712.*

1 Adapted from Living Your Values™, *a self-directed tool for helping you clarify and live your values.*

2 Adapted from the LifeMastery Builder™, *a self-scoring assessment tool to see how you balance out on the 12 Basic Needs.*

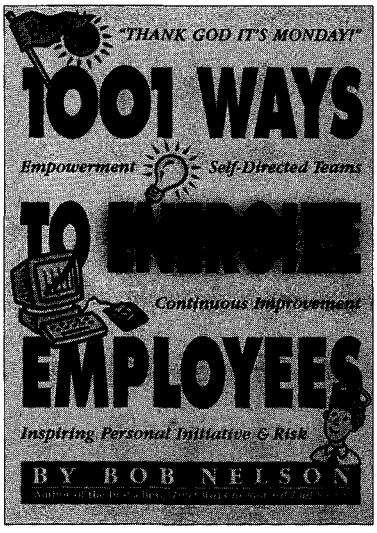
3 Adapted from The Twenty Year Journey™, *a life planning tool that helps you design and plan the next years of your life.*



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by Bob Nelson



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Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, ***1001 Ways to Energize Employees*** is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm. Energizing is empowerment—Dillard's Department Store managers are encouraged to override the corporate model and think outside the system. Energizing is listening—AT&T Universal Card Services employee suggestion system yields 1,200 ideas a month and millions of dollars in savings. Energizing is encouraging risk-taking—Hershey Foods gives out The Exalted Order of the Extended Neck Award. Energizing is Starbuck's making employees partners; Saturn creating teams that function as independent small businesses; Springfield Remanufacturing's opening its books to all employees.

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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The Telecommuting Wave

By Michael Scott

Today's changing social values, which reflect more diverse and flexible lifestyle preferences, are having a significant impact on the American workplace. As organizations continue to assess quality of work/life issues, as well as the associated costs of providing office space for staff, your allegiance to telecommuters may be two-fold: first, you may wish to promote telecommuting as a solution to balancing work and personal life commitments. Second, you will need to rise to the challenge of serving telecommuters with employee services programs.

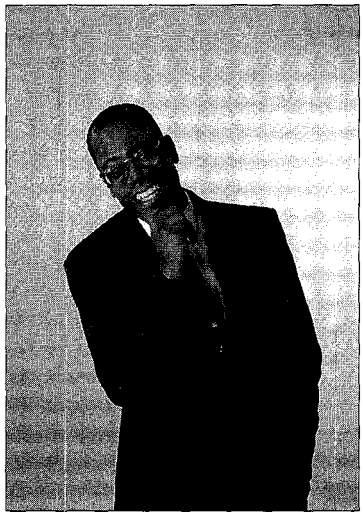
Telecommuting is defined as an organizational culture where work is performed away from the principal office, either at home or at a nearby business support center. The International Telework Association, a nonprofit organization dedicated to promoting the economic, social and environmental benefits of teleworking, estimates that five million Americans telecommute. This association has found that the overwhelming majority of employees and supervisors judge the flexibility of telecommuting to be a desirable workplace option—particularly in a day and time when work/life balance challenges appear to be on the rise.

Encouraging Telecommuting

Given these trends, here is why you may wish to promote telecommuting.

- **Morale:** You are undoubtedly aware that there is a strong correlation between employee satisfaction and employee productivity (leading to higher customer satisfaction). An effective telecommute program that reduces or eliminates travel to and from home, provides more time for staff to be with their families and allows more flexibility for daily routines, can provide a real boost to morale.
- **Cost Savings:** Looking for a way to demonstrate bottom line results for your organization? Telecommuting, when implemented effectively, can significantly reduce facility costs and workers compensation claims. According to a University of California Davis study, the consulting firm Ernst and Young, in the first year of their telecommuting efforts, reduced their space requirements by 7 percent. They expect to eventually shrink their office space requirements nationwide by two million square feet for a savings of $40 million a year!
- **Healthier Communities:** Telecommuting offers many environmental benefits which help further health and lifestyle enhancement efforts in our communities.

So where do we head from here? Take a look at how you can implement telecommuting in your department or others.



1. Evaluate:

Before embarking on any telecommuting efforts, it's important to evaluate employee feedback, as well as assess technological and logistic requirements. For example, many employers overlook the potential effects of employee isolation that are associated with telecommuting. This may require an increase in the number of employee and family events held during the year in order to ensure continuity within the workplace culture.

2. Pilot:

Implement slowly. Select one or two departments to pilot the telecommuting

Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

concept. Reevaluate and make adjustments if you have a program in place.

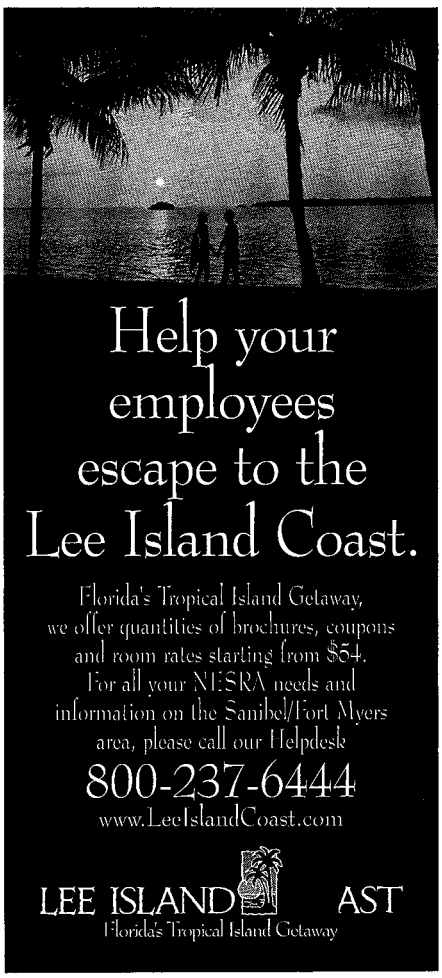
Serving Telecommuters

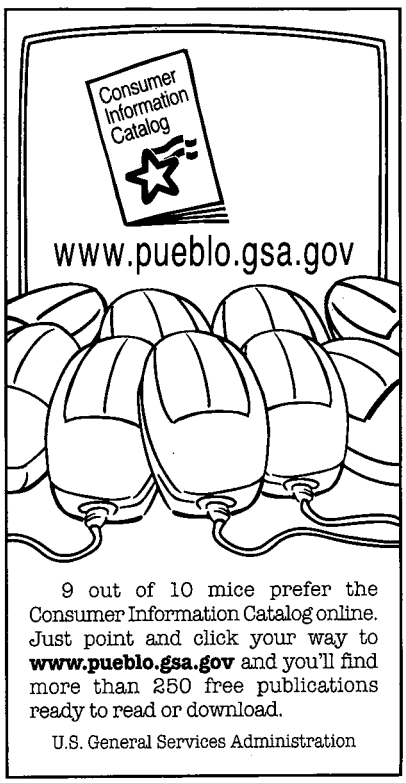
As telecommuters will need more opportunities for social and family events, you will need to promote your programs with this in mind.

- **Use technology.** E-mail announcements of new events. Create electronic sign-up forms so that employees can register for events from their computers at home.
- **Bring your employee store to these employees.** Create a catalog on the Internet for employees to order discount tickets and store merchandise.
- **Publicize testimonials.** Collect explanations from identified telecommuters that express the importance of special events to those working from their homes.
- **Extend wellness opportunities to the community.** Offer employees discounts to local health clubs or even for home fitness equipment. Set up a computerized fitness incentive program where employees can log their progress to win prizes.
- **Let telecommuters start a support group either through an internet chat room or maybe a scheduled lunchtime seminar.**
- **Include telecommuters in your surveys.** When you survey employees, find a way to distribute the questionnaire to telecommuters.

Conclusion

You are your company's advocate for programs and initiatives promoting work/life balance. Telecommuting is the wave of the future and you need to be a part of ensuring its place within your organization.





Strategic Marketing For Your Employee Store!



by George Whalin

As an employee store, the competitive advantage you have over every other store in your community is a near-perfect convenient location. Some employee stores have made the most of their convenient location by becoming a true "convenience store," selling merchandise such as candy, snacks and newspapers. Other employee stores attract employees by selling their own company's products or logoed merchandise at very low prices.

While a convenient location, convenience-store merchandise and low prices are very good ways to attract customers to your store, are they enough?

For most organizations the business objectives of an employee store generally focus on operating a viable, self-sustaining entity while providing an additional benefit for employees. For others the employee store is a profit-center and still others use their stores to help liquidate second-quality, over-run, and returned merchandise. Whatever your store's business objectives, one of the best ways to position the store to achieve those goals is to become a better marketer.

There certainly are some challenges to marketing an employee store that conventional stores don't have to face. With a limited number of potential customers and significant restrictions on how and where you can deliver your marketing message, you must plan better and be a little more creative. This is not to say there aren't real opportunities to grow your employee store and do a lot more business. A strategic approach to marketing will help you take advantage of these opportunities.

What Is Strategic Marketing?

All business-building efforts require strategic thinking, whether that process is done in the manager's head or is a well-thought-out and documented plan. Unfortunately it's the hit-or-miss process, which includes reacting to daily, weekly, or monthly situations and perceived opportunities, that's all too common--particularly when it comes to marketing. Hit-or-miss marketing usually occurs because the manager must wear too many hats leaving little time for strategically planning the store's marketing.

It's important to evaluate and test marketing tools you may not have used before.

Has This Ever Happened To You?

It's Tuesday afternoon and the company newsletter editor calls and says..."If you want to be in the newsletter this time, I'll need the information and anything you want to feature by 10:00 a.m. tomorrow." In a semi-panic you run around the store looking for items to feature in the newsletter. You gather up photos, write some text, and somehow get it to her before the deadline.

This is not strategic marketing!

If you are responsible for marketing your employee store, here are some guidelines you can follow for simplifying the process and improving your marketing efforts.

#1 Plan and Budget For The Year

Develop an annual marketing calendar that includes what merchandise categories you want

To come up with marketing ideas, think of how you would like to be surprised, invited or welcomed.

to feature each month. For example, if you sell apparel in your store you may want to feature logoed sweatshirts in April, T-shirts and shorts in July, and golf shirts in August. And don't forget to include all of the holidays that offer marketing opportunities in your annual plan. You can generate lots of additional business by marketing easy-to-buy, last-minute merchandise for Valentine's Day, Mother's Day and Father's Day to your employee store customers. If your company holds special events for employees, you will also want to include them in your plan as well.

As you create your annual marketing plan, be sure to schedule dates on your calendar for buying specific merchandise, putting up displays in the store, and creating and distributing marketing materials.

The Budget!

It can be valuable to establish a budget as part of your plan. This may not be necessary in smaller stores where your marketing efforts may be limited to occasional fliers or billboards in the building. But for larger employee store operations with a comprehensive approach to marketing that includes producing a catalog, building and maintaining a website for the store, or other marketing methods, establishing a budget is absolutely essential.

Here is a simple step-by-step process for establishing a budget.

1. Determine how much you want to spend marketing your store for the whole year.

2. Analyze your store's sales over the last two years and determine what percentage of your business is done in each month.

3. Allocate marketing dollars according to the percentage of business done in each month.

4. Build in some marketing dollars for unforeseen opportunities and events.

#2 Identify The Most Effective Marketing Tools!

Once you have a marketing plan for the year, along with a budget, you're ready to take a look at the methods you can use to reach your customers. To help you make your decisions, identify what has worked best and what hasn't worked in the past. For example, Angela Hodgman at Northrop Grumman has used monthly newsletters, specialty fliers, and newsboards in the building lobby to market her employee store. This past year she didn't have much success with specialty fliers.

At Eastman Chemical Company, Jim White has used his company's e-mail system and internal TV channel to successfully market his store. Donna Leach at Ericsson has successfully used their monthly newsletter as well as a web page to market her store.

It's also important to evaluate, and test marketing tools you may not have used before. Several of the company store managers I talked with while researching this article said they would like to have a catalog, but it was either too expensive or would require too much time. If you are considering a catalog, start with a one-page catalog sheet featuring two or three items that are only available in your store and include an order form.

Your first one-page catalog doesn't necessarily have to feature full-color photographs. Some of the nation's most successful catalogs started with one page and used line drawings or sketches of the merchandise.

You can test the one-page catalog by mailing it to the homes of several hundred employees. If you have the right products at the right prices, you'll soon know if a catalog will work for your store. If the first one works, continue with the one-page mailings until you are ready to expand to a larger catalog.

Successful marketing methods require testing. If you aren't currently doing a newsletter for your store, test the idea. Get a couple of people to write articles about the store and even about some of the products in the store. Include your company's recreation activities and a calendar of recreation events. Add some information on new items available in the store, specially-priced merchandise or even an upcoming special sales event. You can send it out via the company mail, hand it out in the store, or mail it to employees' homes. To determine how well it's working, include a coupon offering a discounted price on a specific item or group of items. This is also a great way to test how well an existing newsletter is working.

Review the following list of marketing methods. You may find some you are not using.

- Postcards, letters, and fliers sent to employees and their spouses promoting a special event, sale or a new line of merchandise.

- A website for your store with information about upcoming events, gift-giving ideas, new merchandise, services offered in the store, and suggestions on how company employees can buy from the store, even if they aren't located in your building.

- Hold special sales events throughout the year and send employees a special printed or e-mail invitation to come in and see new merchandise. This also can be done with one-day-only events with outside vendors.

- If you sell apparel in your store, enlist the help of several employees and have a fashion show during lunch in the company cafeteria. The "models" can hand out coupons good for discounts on the apparel being shown if employees buy that day.

Marketing also means creating excitement in the store. Deidra Heisler at the American Airlines reservation center, Tucson, AZ, created excitement and anticipation by covering the windows of the store with paper offering "peek-previews" of the new look while they rearranged merchandise and fixtures and added new merchandise. To come up with marketing ideas, think of how you would like to be surprised, invited or welcomed.

#3 Create Dynamic, Attention-Grabbing, and Compelling Materials!

While it is important to choose the right marketing method, your message, graphics and pictures must be dynamic and delivered in a way that grabs customer attention and compels them to come into your store and buy. Here's where we can learn from the masters. If you are responsible for creating marketing materials for your store, below is a list of books on the creative process of marketing.

Words That Sell by Richard Bayan
Published by Contemporary Books, Inc.

Ogilvy On Advertising by David Ogilvy
Published by Vintage Books

How To Make Your Advertising Make Money by John Caples
Published by Prentice Hall

Advertising Pure and Simple
by Hank Seiden
Published by Amacom

#4 Evaluate Your Marketing Efforts!

This is the part of the marketing process that most often is overlooked. It is very useful to step back and evaluate the results after every project, whether it be a special in-store sales event, mailing, or even the introduction of new merchandise. Did we achieve our goals? If not, why not? Did we do it within budget? What can we do to make it work better the next time? We all learn from our mistakes, but we can also learn from our triumphs. Evaluate everything you do to market your store and you will learn how to do it even better.

Expanding Your Horizons

Your store is there to serve the needs of your company's employees—all of the employees. If you aren't selling to every segment of your company's population, maybe you aren't effectively marketing to everyone. If senior executives never come into the store, start looking for ways to get their attention. If you aren't seeing people from every department, start looking for ways to market to them.

There are few employee stores achieving their full potential. Strategic marketing will help you achieve your store's goals and better serve the needs of your organization's employees.

George Whalin is the president of Retail Management Consultants, San Marcos, CA. He has been a featured speaker at the last two NESRA conferences and consults with employee stores in merchandising, display, marketing and operations management. He can be reached at (760) 471-0207.

If you aren't selling to every segment of your company's population, maybe you aren't effectively marketing to everyone.

Buyer's Guide Update

Here's a listing of new National Associate Members since the publication of the Buyer's Guide in the July issue of ESM

Factory Direct, Inc.

8470 Main St.
P.O. Box 165
Rushville, OH 43150
(740) 536-7940
(740) 536-7935 FAX
E-Mail: rcohn
@computech-online.net
Contact: Richard U. Cohn

Factory Direct, Inc. purchases large quantities of American-made, Union-made, nationally advertised name brand close-outs primarily in housewares and tools. Through office and factory sales, Factory Direct is able to resell these items directly to the public substantially below regular retail prices.

Lake Powell Resorts & Marinas/ ARAMARK

2233 W. Dunlap, Ste. 400
Phoenix, AZ 85021
(800) 528-6154
(602) 331-5226
(602) 331-5258 FAX
(602) 331-5294 FAX
E-Mail: goodwin-leslie
@ARAMARK.com
Contact: Leslie Goodwin

Lake Powell Resorts & Marinas, managed by ARAMARK, is a concessionaire of the National Park Service. Lake Powell is located in the heart of the Grand Circle in Arizona and Utah with two lodges and five marinas; house powerboat and water toy rentals. Boat tours and float trips are also offered. The NESRA discount is 10 percent in value season.

Sands Regency Hotel Casino

345 W. Arlington Ave.
Reno, NV 89501
(702) 348-2242
(702) 322-2647 FAX
E-Mail:
PCladianos@SandsRegency.com
Contact: Pete Cladianos III

The Sands Regency is a full-service resort casino in downtown Reno. NESRA members are offered room discounts and vacation packages at substantial savings.

Sierra Suites Hotels Orlando

8100 Palm Pkwy.
Orlando, FL 32836
(800) 830-4964 Reserv.
(407) 903-1500
(407) 903-1555 FAX
E-Mail: terric@mail.att.net
Contact: Terri Caracuzzo

Sierra Suites Hotels are ideal mid-priced all-suite hotels offering spacious living arrangements for any length of time. Sierra Suites Hotel Lake Buena Vista is close to Downtown Disney and Sierra Suites Pointe* Orlando is on Universal Way. Sierra Suites are big on amenities and small on price.

Update your *'98 NESRA Buyer's Guide* by noting these changes:

- **Choice Hotels, Int'l.** (Hotels) change of contact: Iris Freeman, change of phone number: (301) 979-5134.
- **Entertainment Publications Inc.** (Merchandise) change of contact: John Kinch, change of phone number: (248) 614-2635.
- **Get-Away Today, Inc.** (Travel) change of contact: Ray Huff.
- **Red Diamond Jewelry Company** (Merchandise) change of address: 10128 Hermosillo Dr., New Port Richey, FL 34655-4349.
- **Sope Creek/The J & L Group** (Fitness) change of address, phone and fax: 1165 Allgood Rd., Ste. 1, Marietta, GA 30062, (800) 334-5673, (770) 578-3356 Customer Service, ext. 107, Design Dept., ext. 111, (770) 578-3364 FAX.
- **Sprint PCS** (Specialty) change of phone number: (816) 559-5337.

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Making The Internet Work FOR you

by Cynthia Helson

There is so much to see and do on the Internet. However, at work some people don't have the time to invest hours surfing the net to "see what's out there." They want to be told what websites can help them do their jobs better. I present the following advice from some members of the NESRA Technology Committee and from Ron Solberg, an internet expert. First, Roger Lancaster, CESRA, NESRA Northeast Region National Director and Chair of the Technology Committee offers these suggestions:

Lancaster says, "I find these sites the most interesting and helpful in my job. They are in no particular order."

- **Shareware.com**
  http://www.shareware.com
  "There is a lot of good software on the net that is available for free or at a low cost. It can be downloaded off this site. By the way, it is a part of an overall site by CInet."
- **Clipart Warehouse**
  http://www.clipart.co.uk
  "This really neat site is full of free downloadable clipart for use in developing a website or for desktop publishing. It also includes an excellent tutorial on how to use Paint Shop Pro in website work. I am constantly searching for clipart and found this to be the best site yet."
- **Travelocity.com**
  http://www.travelocity.com
  "This site informs me of airfare rates, schedules and other travel packages. I use it for business travel. It has helped me save money on my airfare."

Mary Daniels, CESRA, member of the Technology Committee says the following sites help her out.

- **NESRA**
  http://www.nesra.org
  "I use the NESRA website to research various employee services topics in the resource library area in the members only section. I also like to look up conference information. I enjoy the convenience of having the member database on the site too. I have joined the NESRA Announcements Listserve and am updated on new happenings and special offerings by the site's sponsors such as Fuji TruColor, Selling Edge, Sprint PCS, Monumental Insurance Group, Samsung, and CNA Insurance."
- **MapQuest**
  http://wwwgeosys.com
  "This site can provide a map from anywhere to anywhere. I use it often when sending out Minnesota Employee Recreation and Services Council (MERSC) meeting notices. It saves me a great deal of time."

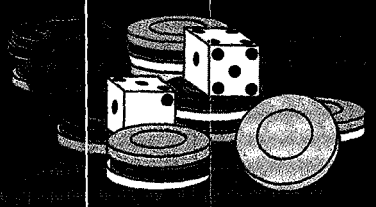
Ron Solberg, APR, Fellow PRSA, is President of EasyCom, Inc., a Chicago-based management consulting/education firm specializing in counseling businesses and organizations on using the Internet and World Wide Web. He recommends you try these sites:

- **The Postmaster**
  http://www.netcreations.com/postmaster
  "This site will distribute linking information about your new site to several hundred different search and directory sites—for a modest fee, of course."
- **Lycos**
  http://www.lycos.com
  "This is one of my personal favorite search sites because it's fast and ranks resulting multi-word searches."
- **Ask Jeeves**
  http://www.askjeeves.com
  "This search site is different because it accepts questions."
- **Infoseek (http://www.infoseek.com) or Excite (http://www.excite.com)**
  "Save reading time. Set up an electronic clipping program for yourself at these sites and others. You can customize each of these sites to collect and clip automatically the news and information you want to read."



Mark Your Calendars!

NESRA's 58th Annual Conference & Exhibit
April 25 - 29, 1999
at
The Rio Suite Hotel & Casino
Las Vegas, NV



REGISTRATION FEES	Prior to 3/19/99	After 3/19/99
Organizational NESRA Member	$480	$495
Non-Member Delegate	575	595
Associate Member non-exhibiting	800	850
Spouse	210	225
College Student	150	165
Retiree	75	75

NESRA BREAKS ATTENDANCE RECORDS IN LAS VEGAS!

Room rates for The Rio Suite Hotel & Casino for NESRA's conference are $106 for a standard suite. To make reservations, call the hotel directly at (702) 252-7777 and say you are with NESRA.

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, contact NESRA Headquarters.

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We have held a quarterly brunch to recognize employees, how can I change the format of the event to show employees more appreciation?



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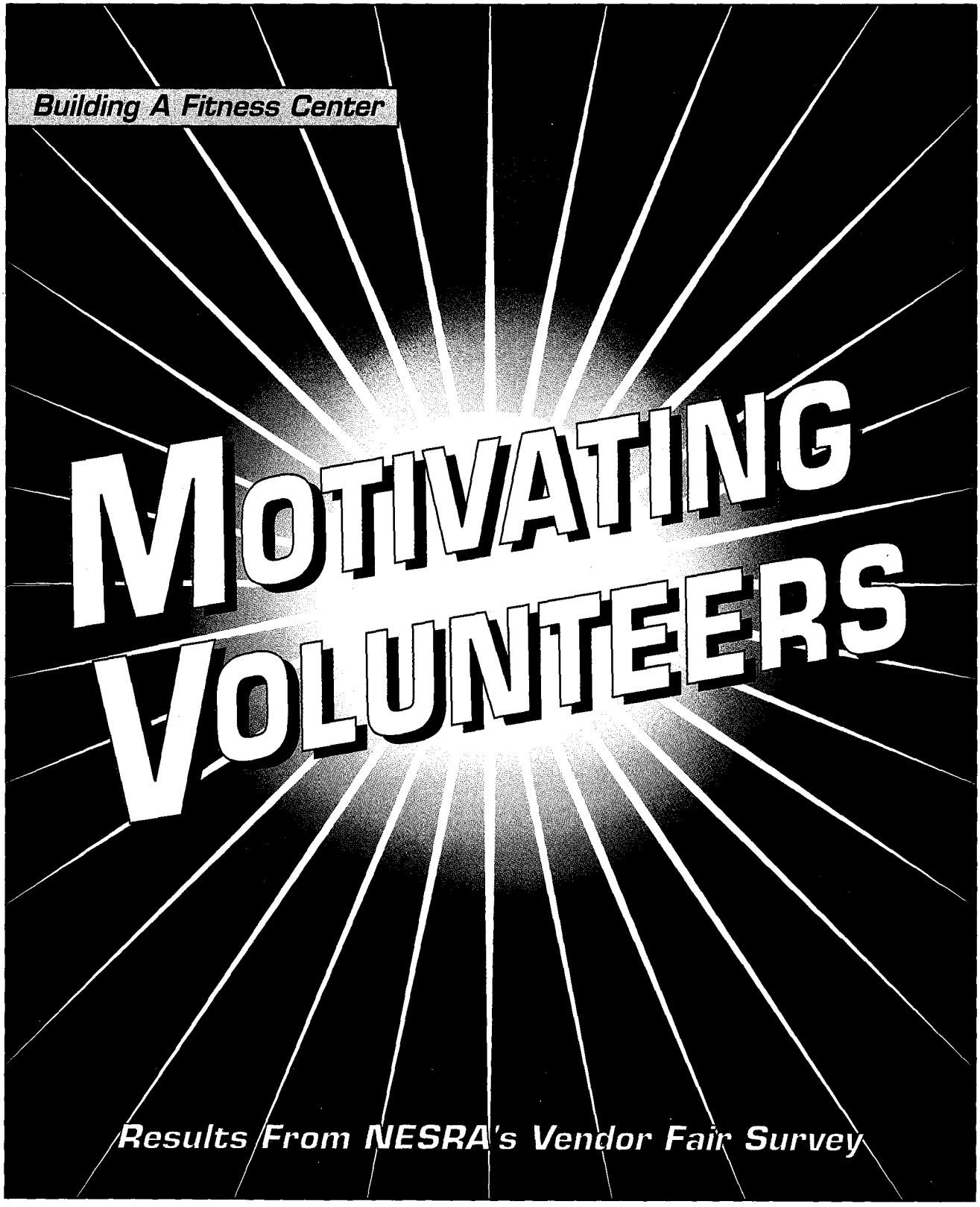
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EMPLOYEE SERVICES MANAGEMENT

PUBLISHED BY THE NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION **November/December 1998**





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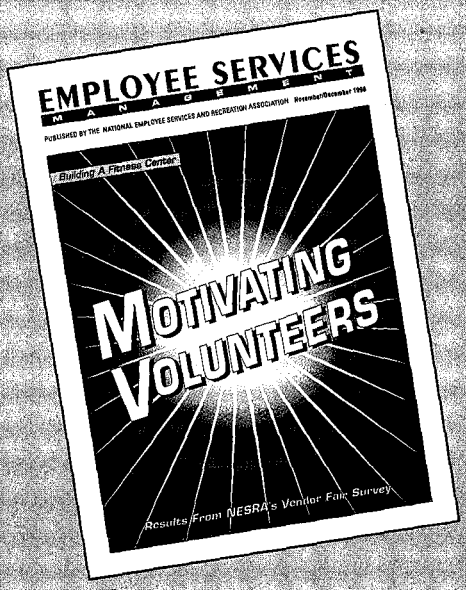
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Preparing for the Holidays

By Renee Mula



The seasons are changing and it's that time of year when many of you are well into your holiday event planning. This might mean that you need volunteers. In this month's cover story, "Motivating Volunteers," John Borja will teach you how to recruit new volunteers and keep the ones you have. His practical advice shows you how to make your volunteers feel valued in the event planning process, which is one of the main reasons why faithful volunteers enjoy their work. Borja puts you in the shoes of the volunteer, allowing you to understand how to appeal to their needs and interests.

The Employee Vendor Fairs Survey results are in. NESRA asked 548 NESRA Organization and General Members to provide specific information regarding the vendor fairs they hold at their companies. The results, on page 31 in the Employee Store department, uncover the different types of vendor fairs held, the most popular products and services and how the vendor fair net revenue is allocated. Use the survey results when evaluating your current procedures or to get ideas when planning your first vendor fair.

Whether you are beginning your program or expanding your employee services program, "Starting A Discount Program," by Dave Bell, covers all the bases of discount programming, including a checklist of sales responsibilities, what to include in a discount contract and how to promote your discounts to employees.

Lastly, please note that *NESRA's Buyer's Guide* is no longer printed in the November/December issue of *ESM*. Look for this year's discount offerings from NESRA National Associate Members in the July, 1998 issue. NESRA members can call NESRA Headquarters, (630) 368-1280, to request this issue.

I hope you've all had a successful year. While you're helping others, also remember to treat yourself this holiday season. Happy holidays!

If you have a story idea or know of someone who would be a great author or should be interviewed, call me, Renee Mula, (630) 368-1280 or e-mail me at reneemula@nesra.org.

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The components of a well-rounded Employee Services Program

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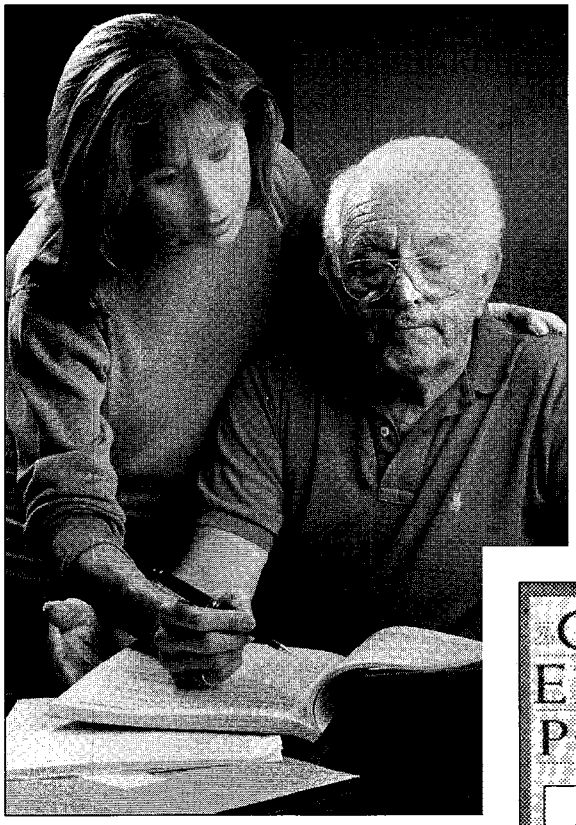
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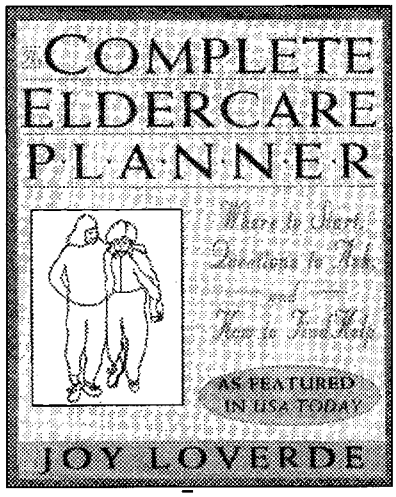
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"The two hardest things to handle in life are failure and success."

Leadership, Vo. G/No. 10

KEYNOTES

A newsletter of ideas for the Employee Services and Recreation Provider

Be the Life of the Party During the Holidays:

How to see and be seen

Social functions abound at holiday time and whether you are attending a cocktail party for work or going to a friend's New Year's Eve soiree, you should be prepared. Here's how to make an impact on your colleagues and the higher-ups.

- **Prepare for a holiday party like you would prepare for a business meeting.** Know who your audience will be and their point of views. Plan to discuss more than just "shop talk," office gossip and gripes. Show others that you are more than the person they see in the office—know what's going on in the world and have a variety of conversational topics in your head. Have an appropriate toast, anecdote or funny story to entertain your audience if called upon.
- **Rehearse.** People pay attention to those who speak crisply, complete their sentences and have a logical flow in what they say. If you want to make an impression, say "memorable" things in a memorable fashion. You can do this by rehearsing—say it aloud, tape it and listen to how you sound.
- **Avoid taboo subjects.** Stay away from religion, politics, or sensitive business issues such as rumors of downsizing.
- **Let your ears work harder than your mouth.** When you simply listen and give others the opportunity to speak, you can be perceived as a brilliant communicator. You'll strengthen and deepen your relationships by using your listening skills to communicate. Remember, asking well-thought-out, open-ended questions shows sincerity and interest.
- **Have a positive attitude.** People do not want to talk with someone who spends time at a party crying in their beer about a bad situation at work, home or in everyday life, especially around the holidays. Besides, having a positive attitude has its advantages for life and business, not to mention it brings an enjoyable and upbeat tone to the party.



- **Present yourself positively.** Keep your posture erect but not too stiff. Limit yourself to one drink. Depending on the event, dress appropriately—don't overdo

Continued on page 6

Life of the Party

(Continued from page 5)

makeup or holiday extras. This will help to paint a picture of yourself in people's minds as a winner. Remember, your behavior at these events can affect your image.

Founder and Chairman Peter Giuliano and President Frank Carillo of Executive Communications, Englewood, NJ, present these holiday tips and more. The company is an international leadership and communications consulting firm.

Wanted in the Boardroom

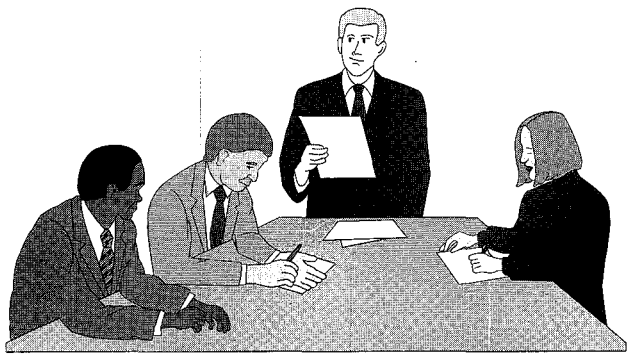
As businesses rush to fill management positions eliminated during the last recession, a recent survey suggests that the highest premium is being placed on leadership skills. Many executives say they view the ability to lead as a manager's greatest asset; communication skills rank second.

Executives were asked, "Which of the following management skills do you believe to be the most valuable?" Leadership abilities scored 47 percent; communication/interpersonal skills scored 35 percent; team-oriented approach had 9 percent; organizational/time management skills were 5 percent and decisiveness was 4 percent.

"Today's growth economy has businesses moving rapidly to keep up with expansion efforts," says Cecil Gregg, executive director of RHI Management Resources. "Amid this environment, leadership skills are critical—under the guidance of a strong manager, employees can reach their full potential, helping the company achieve its goals."

Gregg adds, "Managers with strong communication and interpersonal skills can also serve as mentors, instill a spirit of teamwork and provide a sense of purpose; all of which are integral to employee retention."

The national poll includes responses from 150 executives with the nation's 1,000 largest companies. The survey was conducted by an independent research firm and developed by RHI Management Resources, a nationwide staffing service, which places senior accounting and financial professionals on a project basis.



DID YOU KNOW?

- **Director of Work/Life soon will be a common job title. Over 75 percent of workers surveyed ranked time off to spend with family and friends as higher than the ability to make money.**

(Source: Challenger Workplace Signs of the Times©, April 1998)

- **As of January 1, 2000 it will be illegal in many states to drive with a blood alcohol level above .08. It is currently true in some states.**

(Source: Hope HealthLetter®, August 1998)

"You must do the things you think you cannot do."

Eleanor Roosevelt

Industry Woos Teens

With unemployment so low, companies will need to groom the next crop of workers while they are still in high school.

In Wilmington, DE, a 17-year-old is training to become a certified systems engineer through an innovative program sponsored by Microsoft Corp.

"The program is one of many beginning to crop up across the country, particularly in areas where high-tech jobs are in greatest demand," says John A. Challenger, executive vice president of Challenger, Gray & Christmas, Inc., an international outplacement firm.

According to the Department of Commerce, demand for more information technology workers will reach one million by the year 2005. Fewer students, however, are graduating with appropriate college-level degrees. Just under 28,000 students completed programs in computer and electrical engineering in 1995 compared to over 32,000 in 1990, according to the latest data available from the Department of Education.

"With fewer people studying computer science, high-tech companies will be forced to find greener pastures for hiring new people," says Challenger.

The most logical place to start is high school. The number of new students entering high school will dramatically increase over the next few years. The Education Department reports high school enrollment will jump 13 percent over the next decade, adding another 1.9 million students by the year 2007.

One way for businesses to actively participate in the education of high school students is by partnering with the schools. "We have companies that

Continued on page 8

- **A leader starts projects by asking "What has to be done?" instead of "What do I need?"**

(Source: Communication Briefings, Vol. XVII, No. III)

- **Don't bring people down. Bring them up! Come armed with cherry subjects, not gloom and doom.**

(Source: Office Hours, Issue No. 374)

Time Management:

Put an End to Procrastination Now

Procrastination only serves to make work more difficult. Overcome the self-defeating practice by following these tips:

Define your goals and give yourself deadlines. It's important to make both the goal and the deadline specific. Instead of writing down a goal to contribute more to the team, say you'll take on specific tasks.

Be accountable. When you've set a goal and a deadline, tell others about it and ask them to help you achieve it.

Break down complicated tasks. Separate them into manageable chunks and set deadlines for each portion. This helps to stave off the procrastination bug, which hits hard when a task seems overwhelming.

Give yourself a pep talk. Keep reminding yourself of the benefits of completing the job: You'll feel more confident and successful.

Evaluate whether the benefits of completing a project outweigh the benefits of procrastinating. We often procrastinate because something else in our lives seems more important than the task at hand. Make sure the project is worthwhile and jibes with your overall goals.

Industry Woos

(Continued from page 7)

work with several high schools," says Sally Griffith, executive director of the Northwest Suburban Education to Careers Partnership, made up of northwest suburban Illinois high schools. The organization recruits businesses to get involved with area schools.

Other ways companies can get involved with teen education is by offering in-house seminars and workshops for those teenagers already employed. Subsidizing college in appropriate areas of study will become more common as teens gain tenure with a firm. "If employers want to retain their best workers, they will need to pay for some or all of their post-high school education. Not to do so will keep the teen employee under-educated," says Challenger.

Many employers already are giving out scholarships. In 1996, the Citizens' Scholarship Foundation of America, composed of 650 businesses across the country, distributed $47.8 million to 30,287 students. They hope to increase the number of students served to 98,000 by the year 2000.

Parting is Such Sweet Sorrow

by Karen G. Beagley



Those famous words take on special meaning for me as I write this column. After 11 years of working for NESRA, I am leaving to pursue other endeavors. It was a difficult decision because I genuinely enjoyed working with the NESRA staff and members.

As I made my decision to leave as copy editor of *Employee Services Management* and editor of *Keynotes* and *NESRA News*, I contemplated the last 11 years. When I started, the production technology was so different than it is today. I would paste-up the magazine pages using rubber cement and paper copies of the text. Now, *ESM* is compiled using a computer desktop publishing program. More and more articles are received via disk, versus manually typing in the text. NESRA now has an internet address and regularly e-mails messages to members.

Technology isn't the only change I've seen over the years. The membership has taken on a more professional image and the national conferences have become more issue-driven, reflecting the hot topics of the time.

My duties also changed dramatically from proofreading to eventually becoming editor of both *Keynotes* and *NESRA News*. As editor, I have enjoyed searching for and writing articles that I thought would make a difference in your lives. And I hope I succeeded. With *NESRA News* I shared in your successes as I reported *Member News* tidbits. This portion of the magazine hopefully kept you apprised of the association's happenings.

What I will miss most are the friendships and the constant learning I experienced over my NESRA career. These relationships will be forever in my heart. The national conferences I attended enabled me to meet so many professional and genuinely sincere people. To all those members who I talked with on the telephone over the years, I thank you for sharing your knowledge, your time and your fellowship. I will never forget you.

The friends I have made at NESRA Headquarters hopefully will remain, as I promise to call and stop by every so often. I have offered to write an occasional article or help during crunch times.

So, I start my new endeavor with mixed emotions. I am excited and looking forward to the challenge of starting a new chapter in my career, but I am sad that my NESRA career must come to an end. Since I hate goodbyes, I won't say them.

I wish success, professionalism, good times and prosperity for everyone. Parting truly is sweet sorrow.

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Editor/Production: Karen G. Beagley

Risk Management

The Key to Safe Fitness Programs and Facilities

By Jon C. McChesney, Ph.D. and Nelson Cooper

Risk management is an issue that all recreation providers need to take seriously given our litigious environment. It is simply a systematic approach to reducing the risk of accidents, injuries and legal action. The key word in this definition is "systematic," suggesting a process, something well-defined. Therefore, risk management is not a haphazard approach; it is not something we simply give lip service to, at least we don't if we are serious about reducing our exposure to lawsuits.

Managing risk involves taking a proactive approach to curtailing participant and legal risk; it is anticipating dangers and doing something about them. In the book *Risk Management for Park, Recreation and Leisure Services*, James Peterson suggests that risk management planning include the following practices:

(1) Identify risk management problem areas and recommend corrective action;

(2) Stay informed of local, state and federal court decisions, rules and regulations, and statutes;

(3) Establish, maintain and supervise an agency-wide program of employee safety and loss prevention.

One component of a risk management plan places priority on quickly repairing equipment problems, therefore, reducing inconvenience to consumers. An additional value of establishing a risk management plan is that, in the event of an accident or injury, the affected party is less likely to recover damages if the organization has been acting in a responsible and quality-oriented manner. Further, insurance premiums may be reduced given this type of planning.

When examining your fitness center, consider that each year approximately 74,000 people are treated for weight training injuries in this country. In the book *Safety Sense At Play*, Heward Grafftey identifies the following factors as contributing to weight training accidents: suffocation, fainting due to improper breathing, failure to use safety devices on equipment, improper lifting techniques, lifting without spotters, and poor maintenance of equipment.

Facility Standards

In all sports and sports-oriented facilities it is best to adhere to established industry standards. Ignorance of the law and professional expectations are no excuse in our judicial system. Fitness facility standards are presented in the American College of Sports Medicine's *Health/Fitness Facility Standards and Guidelines.* This book recommends the following five standards for fitness centers:

1. A facility must have appropriate emergency response plans that can be properly executed by qualified personnel in a timely manner. An emergency response system, such as a telephone or some other type of alert system, must be present in all weight training facilities. The best policy is to staff these areas, in which case it is highly recommended that an organization engage in frequent

THE CONSEQUENCE OF POOR RISK MANAGEMENT

$17,000 - Member dropped a 45-pound weight on his foot due to tripping on a bubble in the floor mat.

$33,000 - Member, in poor physical shape, became dizzy, fell and injured his head exiting the whirlpool. Negligence due to lack of warning signs and no member orientation.

$50,000 - Member sustained a muscle tear and hernia on an abdominal machine. The machine was in good operating order; the member, however, was not given an orientation on equipment use and there was no supervision.

$685,000 - Member sustained a serious head injury when a squat machine malfunctioned.

$900,000 - Member sustained massive knee injuries when a leg press machine collapsed due to improper equipment maintenance.

Source: National Health Club Association

training of personnel in emergency procedures. Periodic drills or simulated emergencies can enhance readiness. Moreover, such training should be documented as a means of proving the proactivity and commitment to safety of the organization.

2. A facility must offer a preparticipation screening of the center's members. This screening only has to be offered; it is not required. However, a prudent manager would not assume what his/her customers know about weight training, and would require all new members to pass through an orientation process. Even after prescreening, it is the legal duty of the organization and supervisors to teach and reinforce correct weight training techniques. Supervisors should be instructed to immediately intervene whenever a patron is incorrectly using equipment.

Related to the issue of preparticipation screening is encouraging prospective patrons to seek medical clearance before starting an exercise program. The University of Delaware's Employee Fitness Center requires a medical exam and a diagnostic exercise test if the patron has a history of cardiac, pulmonary or metabolic disease. This organization requires participants to annually sign a liability waiver and complete an orientation prior to initiating their exercise program at the university's facilities.

3. Supervisors responsible for physical activity programs or areas must demonstrate professional competence in those programs or areas. It is highly recommended that staff pursue professional credentialling. The fitness facility staff definitely should be first-aid and CPR-certified. Additional credentialling, such as the American College of Sports Medicine Health/Fitness Instructor Certification, further demonstrates professional competency and organizational commitment to providing safe programming and facilities.

4. A facility must have posted signs to warn users of those areas that present potential risk(s). Higher risk areas where signs should be present include weight rooms, swimming pools, saunas, steam rooms, and whirlpools. If a manufacturer provides usage information or equipment warnings, be sure to post this information beside the equipment and keep a copy in your files. Suggested fitness center safety rules and regulations are outlined in Table 1.

5. A facility that offers youth services and/or programs must provide proper supervision at all times. Weight room facilities should be supervised at all times, regardless of the clientele. If this is not feasible, the facilities' lack of supervision further reinforces the need to require preparticipation orientations to participants. In the article "Facility Supervision: Legal Responsibility," published in the February 1994 issue of *Fitness Management*, David Herbert indicates that a lack of supervision is a frequent source of claim and litigation; and financial costs and problems can never be used as a

Periodic Drills or Simulated Emergencies Can Enhance Readiness

TABLE 1: Weight Training Safety

Post these rules in your weight training area. Clearly stating acceptable behaviors increases safe practices.

1. Work out with a partner if possible.
2. Breathe while lifting; do not hold your breath. A general rule is to breathe out during the most difficult phase of the lift.
3. Lift any weights off the floor using your legs and not your lower back. Correct technique involves (a) feet close to the weight; (b) lower the body into a squat position; (c) keep your head up; and (d) lift by straightening your legs.
4. Do not drop weights.
5. Put up all weights when finished.
6. Use a spotter with the following free-weight exercises: bench and incline press, shoulder press and leg squats.
7. Use proper form and technique. Know your limits and do not try to lift beyond your capabilities.
8. Utilize a good grip. A "thumbless" grip is not recommended because the bar can slide out of your hand, causing injury.
9. Make sure the plates are pushed fully onto the bar. Collars should be used to secure the weight.
10. Report any equipment problems to the staff immediately.
11. Inappropriate behavior (horseplay, goofing off, etc.) will not be tolerated.
12. Ask the staff for instruction before using unfamiliar equipment.
13. Shoes and shirts are required.
14. Children under the age of 16 must be accompanied by an adult.

rationale for deviation from this expectation. He says, "Such supervision may take many forms, including in-person, remote or on-site monitoring, or even, at a minimum, periodic checks." An additional possibility is the usage of a "buddy system," requiring participants to work out with a partner. Preferably, both participants are trained in first aid and CPR. UNC Hospitals in Chapel Hill, NC allows employee access to its gym and fitness center at any time. While I was interviewing Chris Wilsman, CESRA, for "Rock'n Around the Clock," published in the October 1997 issue of *Employee Services Management,* he said, "Employees electronically use a photo I.D. card to enter, therefore, the facility does not have to be staffed. To ensure safety, participants must attend an orientation session prior to receiving clearance to use the facility. Further, phones are located inside for emergency purposes."

Equipment Safety

Another critical area of potential fitness center negligence relates to equipment. New equipment must be assembled carefully and in accordance with manufacturer specifications. Better yet, have the manufacturer or seller of the equipment do the assembly and installation, and document this service. Be sure to test the equipment prior to allowing the public to use it.

Equipment repairs need to be addressed quickly from a customer service perspective, and carefully from a risk management standpoint, according to Andrew Cohen in his article, "Weighting Game," published in the October 1994 issue of *Athletic Business*. He suggests strictly adhering to manufacturer repair and equipment parts recommendations. In the same article, Sports and Fitness Liability Consultant Marc Rabinoff says, "If a cable snaps and is shown by an injured patron to have been a replacement cable from a source other than the equipment's manufacturer, and that manufacturer's product literature specifies that only cables made for that machine can safely be used, the plaintiff's lawyer will eat you alive."

Ideally equipment repairs should be completed by certified service people, which results in transferring legal risk to the service company. If this is not possible, make sure staff are trained in maintenance procedures. In either case, be sure to document all service-related processes and procedures.

Equipment liability issues can arise if patrons and staff use weight machine selector pins incorrectly. These pins are easily misplaced and lost, causing the lifter to find a replacement that may be of a different size. Such selector pin modifications can cause accidents. This problem is easily remedied by attaching the selector pin to a chain mounted on the weight equipment.

Weight training equipment also should be cleaned regularly, with a strong cleaner, to prevent spreading disease. Finally, equipment should be inspected daily for any problems. Aside from staff conducting and documenting such inspections, encourage participants to immediately report any malfunctioning equipment.

Conclusion

The popularity of fitness and weight training is projected to continue, and unfortunately litigation probably will parallel such growth. The message to fitness center staff is simple; be prudent and alleviate as much risk as possible. In the article, "Weighting Game," Andrew Cohen suggests that in determining negligence, the courts will ask such questions: "Did you really do everything you could to prevent an accident? Did your fitness center reflect the kind of maintenance a reasonable person might expect? Did you make an attempt to educate your patrons about proper use of machines or free weights?"

The National Health Club Association, 800-765-6422, can further assist employee services managers with risk management issues. It is imperative that all employee services organizations providing fitness programs and facilities create a comprehensive risk management plan and commit to patron safety.

Dr. Jon C. McChesney, Ph.D. is assistant professor, recreation and leisure studies at East Carolina University, Greenville, NC. He can be reached at (252) 328-0002 or mcchesneyj@mail.ecu.edu.

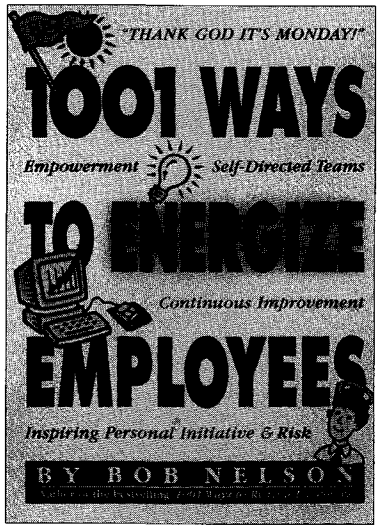
Nelson Cooper is an instructor at East Carolina University. He can be reached at (252) 328-0019.

The Popularity Of Fitness And Weight Training Is Projected To Continue, And Unfortunately Litigation Probably Will Parallel Such Growth

New from NESRA!

1,001 Ways to Energize Employees

by Bob Nelson



Illustrated throughout;
192 pages; 6" x 8"

Take the brakes off your business. In the perfect follow-up to *1001 Ways to Reward Employees*, the innovative book that has over 444,000 copies in print and spent 19 consecutive months on the *Business Week* bestseller list. Bob Nelson reveals what real companies across America are doing to get the very best out of their employees—and why it's the key to their success.

Weaving together case studies, examples, techniques, research highlights, and quotes from business leaders, ***1001 Ways to Energize Employees*** is a practical handbook packed with suggestions for increasing employee involvement and enthusiasm. Energizing is empowerment—Dillard's Department Store managers are encouraged to override the corporate model and think outside the system. Energizing is listening—AT&T Universal Card Services employee suggestion system yields 1,200 ideas a month and millions of dollars in savings. Energizing is encouraging risk-taking—Hershey Foods gives out The Exalted Order of the Extended Neck Award. Energizing is Starbuck's making employees partners; Saturn creating teams that function as independent small businesses; Springfield Remanufacturing's opening its books to all employees.

Bob Nelson is vice president of Product Development at Blanchard Training and Development in San Diego, CA. In addition to 1001 Ways to Reward Employees and the forthcoming 365 Ways to Manage Better Page-A-Day Perpetual, he's the co-author of Consulting for Dummies, published by IDG Books.

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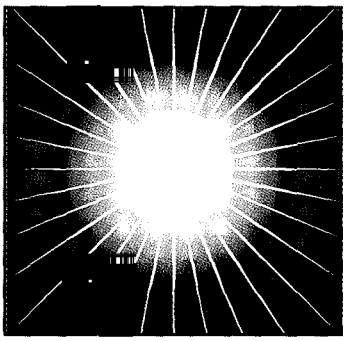
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Motivating Volunteers



By John Borja

Imagine this for a moment. Someone at work asks you to post the flyer for the employee holiday party on the bulletin board in your area and you do it. Furthermore, that same person asks you to sell employee holiday party tickets to the coworkers in your area. Posting the flyer on the bulletin board should be no problem, but actually selling the tickets might require some thinking and bring about some reluctance. What would it take for you to sell those employee holiday party tickets? Since a small part of the work force includes a paid employee activities staff, volunteers represent an important and necessary resource in carrying out whatever task an event or occasion may require. . . big or small. We need to capture this sector of the "work force" and understand how we can better relate to their being and their purpose.

Why Do Employees Volunteer?

Before I join as a volunteer, I always ask myself the following questions:

Do I have enough time to volunteer?
How can I help the organization?
Will I like what I am doing?
What will I learn?
What are the rewards?
Will my time be well spent?
How will this benefit me in the future?
Will I have fun?

In a like manner, there are many reasons why employees volunteer.

- **Involvement:** People normally want to be part of a special event, especially a high-profile event. Even if their contribution is minimal, they just want to be there to experience the event.
- **Reward or Recognition:** "What can I get in return?" is a commonly asked question that should be addressed because of its importance, not only for recruitment, but also for retention of volunteers.
- **Networking:** When volunteering, the possibilities are endless to make contacts, share information and enjoy common interests. Making yourself known and learning more about others is part of the volunteering process. Motives may vary, but the end result is the same.
- **Companionship:** Those that volunteer often enjoy meeting people and being around people. Signing up as a volunteer for the employee recreation club is a wonderful way to meet people. Either in person, by telephone or e-mail, you will get to know more people and more people will know you better.
- **Fulfillment:** This could be in the form of recreation or a release. Some enjoy the thrill of competition and the drive to win or succeed.
- **"The next best thing to being there:"** For example, if an individual is not able to play on a sports team, there may be opportunities to serve as a coach or official.

The Key Is In Your Presentation And Recognition

'Manage My Time Better and I'll Give You More,' Volunteers Tell National Survey

— UPS Releases Results Along with $2 Million to Support Volunteerism —

It's simple. If we want more volunteers to give more time, we have to make better use of the time they give. That's the major finding of a nationwide survey recently released by United Parcel Service (UPS).

The survey findings come at a time when Presidents' Summit for America's Future calls on corporations and individuals to increase their volunteer contributions.

Nearly 40 percent of the survey respondents said they would like to do more volunteer work, and that they are more likely to volunteer when they believe an organization is well-managed and will make good use of their time. More than half of respondents say volunteering is more important today than five years ago.

The analysis suggests that nonprofit organizations could register an increase in the hours existing volunteers work, and increase the number of new volunteers, by making better use of the volunteers' time and talents.

Forty percent of people who have volunteered said they had stopped volunteering at some time because the organization with which they worked made poor use of their time. After "conflicts with more pressing demands on their time" (65 percent), poor management of volunteers was the most frequent reason cited to explain why people stop volunteering.

UPS sponsored the survey as part of its commitment to encourage increased volunteerism. The UPS Foundation also awarded $2 million in grants to five nonprofit organizations for projects that will provide a variety of needed community services through volunteers.

"Managing volunteers effectively has become increasingly important for organizations, and has never really been addressed in a significant way," says Gary Lee, Jr., executive director, The UPS Foundation, Philadelphia, PA. "The UPS Foundation had decided to take the lead in this area with today's announcement of the Volunteer Impact Initiative. We've tapped five of the nation's top organizations to create model programs that ultimately will be replicated on a national scale. The net result will be more volunteers who give more time," Lee explains. This effort to help organizations use volunteers effectively will have a direct impact on UPS employees—more than 30,000 of them volunteer through the UPS Neighbor-to-Neighbor Program each year.

Nearly one-fourth of the survey respondents said they had never volunteered. The survey found that 20 percent of the population had volunteered in the past but were not volunteering now.

The survey also found:

- Most American adults serve as volunteers in some capacity.
- Only one out of five American adults has recently increased the amount of time spent volunteering.
- Almost one-fourth of employed persons were aware of a community service project their employer has organized over the past year that used employee volunteers.

To expand the scope of the study and identify any regional differences, an additional 1,400 interviews (200 in each market) were completed in seven major metropolitan areas. These included: Atlanta, Chicago, Dallas-Fort Worth, New York, Philadelphia, San Francisco, and Washington, D.C. Note these comparisons with the national results:

- San Francisco Bay area residents are the most generous with their time.
- Dallas and Chicago area residents are more likely to volunteer today than five years ago.
- New York and Washington area residents would volunteer more if it helped their careers.
- Philadelphia area residents are more attracted to organizations with reputations for being well-managed.
- Atlanta area residents say they would volunteer more if their volunteer tasks were well defined.

Telephone interviews, which were conducted by Bruskin/Goldring Research, took place from Feb. 13-15, 1998. A total of 1,030 participants, selected through a random national sample of households with telephones, were interviewed. The sampling error associated with a survey of this size is plus or minus three percentage points for answers at or near 50 percent (95 percent confidence level).

- **"Nothing else to do:"** Some people may just want a little spark in their daily agenda of things to do.
- **"It's just plain fun!:"** When asked why she joined as a volunteer, Sharon Chapman, Earth and Space Sciences Division secretary, Jet Propulsion Laboratory (JPL), Pasadena, CA, replied, "It's a lot of fun!" Sharon is entering her tenth year as a volunteer on the Recreation Council. Her regular involvement includes the Employee Picnic, the Children's Holiday Party (Halloween or Christmas), and the Volunteer Thank You Luncheon. This has led to her selection as the JPL representative to the Associated Industrial Recreation Council (A.I.R.C.), the NESRA chapter in Burbank, CA, and ultimately to her volunteer participation as entertainment chairman on the 1998 NESRA Western Region Conference & Exhibit, held this year in Palm Springs. Sharon says her reward in doing all these things is "meeting a lot of nice people."

Cecilia Collier, supervisor of human resources, New Hampshire Ball Bearing, Chatsworth, CA, is responsible for overseeing employee services and recreation, and still she volunteers and holds the position of chapter president for her local NESRA chapter (A.I.R.C.). She also served on the 1998 NESRA Western Region Conference Committee as the budget and finance co-chairman. When asked what motivates her to become a volunteer, she states, "I enjoy being part of the organization, having the opportunity to learn, having the ability to network, and meeting people with different ideas from various areas."



How Do You Recruit Volunteers?

Use the reasons why people volunteer as tools to help you promote volunteer opportunities. Put yourself in the potential volunteer's position. Look at your project and ask yourself: "How does this appeal to me?" or "How can this be more appealing to me?" Your answers should coincide with the general populace.

Regardless of the size or the importance of an event, promote your event as if it were the event of the year. Stick to the facts, but find some way to bring out the uniqueness of the challenge. Aim to achieve a new goal each time. Make it competitive and offer prizes. Throw in a perk or two if your budget allows for it. Conduct surveys in your area, verbally or in writing, to determine what it takes to get people to volunteer for projects or activities. From these results, mold your recruitment methods and appeal to their specific needs.

In terms of recruitment, it is easy to obtain employee volunteers for high-profile events. During the Annual Academy Awards, I volunteered to coordinate a group of volunteers to sit in the empty seats that were within the television camera's view. Since the volunteers would be attending the live telecast, I did not have a problem recruiting the 200 volunteers. And, at the 1996 Republican National Convention, I served on a committee to recruit volunteers to participate in motor pool drives and work in offices and on the convention floor. Given the nationwide interest in this event, I also had no problem pooling 2,000 volunteers. On the other hand, getting employees to volunteer for a simple fund-raising project might be a challenge. In this case you need an incentive for people to volunteer (I will cover volunteer incentives later in this article).

Put Yourself In The Potential Volunteer's Position And Ask Yourself "How Does This Appeal To Me?"



Is There Training?

This can be simple or elaborate. The important thing to consider here is that the volunteer should be clearly informed about goals, procedures, schedules, expectations and staff rosters. It's best to do this in writing and place it in a neat folder with their name imprinted on it. Personalizing the material gives the volunteer a feeling of self-worth and importance and, in turn, will motivate the volunteer to be a more valuable resource. Plus, the interaction between the volunteer and a customer or guest is more positive if the volunteer is properly informed and self-assured.



How Do You Keep Volunteers?

How do you encourage them to return the following year? First, always maintain some type of appeal. Make it attractive to belong. Assess which motives appeal to your audience. Continue promoting the motives that work and change those that don't.

Make certain your group is well-organized. No one wants to be associated with disorder, confusion and lack of preparation. Most of all, volunteers will remember how well you organized your event. Make certain that your group is friendly. No one wants to be part of conflict or stress, especially when they are volunteering to get away from stress. The climate in your group should be one in which everyone is able to get along and work together. People will always return the following year to volunteer if they remember the good times they had with their fellow volunteers.

When possible, take the time to know each volunteer's work potential. Your delegation of responsibilities should fit the person. Before a volunteer begins their tasks, be certain that they understand what their responsibilities will entail, including time commitments and workload. This will set the pace that this person should take to avoid overload and burnout. Likewise, if a position requires little involvement or a smaller workload, then a person who has the talent of juggling "many hats" will know not to volunteer for this position. Keeping these points in mind, people will know what they're getting into next year and will volunteer accordingly.

Volunteers Represent A Major "Work Force" In The Planning, Preparation And Execution Of A Project

Volunteers remember the little things associated with you and your event. For example, knowing and calling volunteers by their first names enhances their experience. Moreover, knowing something about them or the work that they do, indicates that you really care about them. These special touches could be the main reasons why people keep coming back to volunteer.

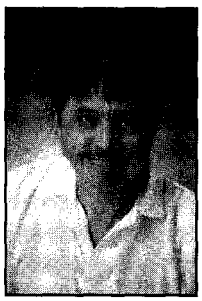
During the course of event planning, get volunteers' input or evaluation. Ask if there is anything that needs improvement or attention. Remember, they are valuable resources and they should know if something isn't working. Again, this makes them feel important and confident.

Being properly recognized and rewarded is extremely important in retaining volunteers. Recognition will bring them back the following year. Many volunteers talk about how they were recognized and rewarded. This grapevine can increase the attractiveness of your program. Verbal "thank yous" and praises should be done throughout the project and a "thank you letter" at the end is a must. People have to be recognized. It's that simple.

Don't underestimate the power of gratitude. It works for everyone. In terms of rewards, do what you can, but reward your volunteers not only at the end but also during the course of the planning. If your budget permits, provide food and beverage at your monthly meetings at no cost to them. Perhaps you can get it sponsored. Offer a few perks like discounts on the tickets to your events or discounts on the logo merchandise you are selling. They are worth it! In the end, perhaps a big banquet is in order or maybe a small gift is appropriate. Whatever the reward, your volunteers will appreciate it and remember it when it comes time to volunteering next year. At JPL's Volunteer Thank You Luncheon this year, the nationally known Billy Hill and the Hillbillies from Disneyland will be performing and every volunteer will receive a quality picture frame with a clock.

Conclusion

Volunteers represent a major "work force" in the planning, preparation and execution of a project or event. Getting employees to volunteer can be a great challenge, but keeping them there and having them return the following year is an even greater challenge. Just remember that a thoroughly well-organized and friendly committee, with a good recognition and rewards program, is most inviting even to the most "reluctant" volunteer.



John Borja is a member of the NESRA chapter in Burbank, CA; the Associated Industrial Recreation Council (A.I.R.C.), and has been the chapter newsletter editor for the last six years. He is a past president and a past member of the A.I.R.C.'s Board of Directors.



Deskercise:
For Your Eyes Only

This is part two of a three-part series on how to prevent strain of the commonly overused areas of your body. The following exercises can be performed at work. This month's topic is relieving EYE STRAIN.

By Viveca Jonsson

A healthy vision is described as one that can easily, and without strain, handle the demands of a visually active lifestyle. More so than having 20/20 vision, it means that our entire visual system is in good working order. This system includes a number of skills such as focusing power, teamwork between the eyes for aiming, balance between central and peripheral vision, and visual memory. It also includes the ability to integrate our vision with all other senses to obtain well-rounded information.

The human eye is a dynamic organ. The lens of the eye is flexible and the eyeball itself is moved by small muscles. Eye fatigue results when we perform work that requires us to focus on an object at a constant distance for a prolonged period of time, with the eyeball and the lens virtually unmoving. Symptoms of eye fatigue or strain can include red, itchy eyes that can be watery or dry, blurred vision, impaired re-focusing, occasional double vision and loss of peripheral vision.

There is no clinical or experimental evidence that eye strain can cause permanent damage to the visual system, however, the American Academy of Ophthalmology points out that people who work at close-range tasks and have existing vision problems can see their vision deteriorate if their glasses prescription is not updated regularly or they don't use their prescriptive eyewear. According to *Ophthalmic Optician*, up to one-third of the employee population has uncorrected or insufficiently corrected vision problems.

People relying heavily on their eyesight in their professions typically will be more keenly aware of changes in their vision. They often suspect their job tasks as the cause of this decline, however, many ophthalmologists feel that this deterioration more often is a natural part of the aging process. As we age, the eye's lens slowly hardens and becomes less flexible over time. This makes focusing up close difficult and explains why a great majority of people eventually need reading glasses.

To keep your eyes working for you, get regular eye exams, update your prescriptions regularly, perform eye exercises throughout the day at regular intervals, and don't forget to wear sunglasses when outdoors.



Viveca Jonsson is the president and CEO of VIVECORP INC., Seattle, WA, which specializes in providing corporations of all sizes with fitness and health promotion programs. For more information call (425) 430-2454.

Exercises to prevent eye strain:

1. At regular intervals look away from your task or computer screen and focus on an object in the far distance.
2. Without moving your head, move your



eyes in the following patterns:

Pattern #1:

a) Look up to the right
b) Look down to the left
c) Look up to the left
d) Look down to the right

Pattern #2:

a) Look straight down
b) Look straight up
c) Look to the left
d) Look to the right

3. Pretend that your nose has a pen attached to the end of it. With your eyes, trace the following shapes the pen would draw in front of you:

a) A circle
b) A square

4. Close your eyes and cover them with your hands. Blink your eyes several times. Then, leave them closed, breathe deeply and let your eyes relax.

Always remember to blink; don't stare or squint. Close your eyes occasionally throughout the day to rest them. If you take care of your eyes while you're at work, you can reduce headaches and blurred vision. For persistent eye pain or discomfort see your physician immediately.

Look for the remainder of Deskercise in the next issue of *ESM*.

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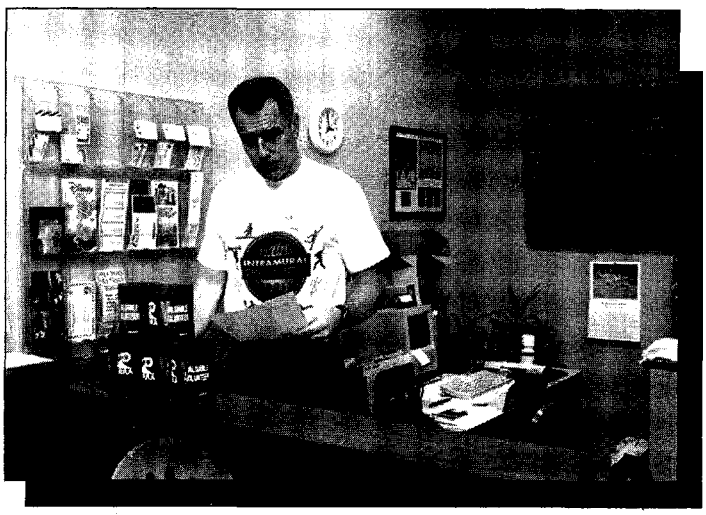
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Rome Wasn't Built In A Day... and Neither Is A Fitness Center

By Brenda Robbins, CESRA



At the new facility, discount tickets are sold from a mini-store that also houses logo item sales, discount photo processing, balloon bouquets, cards, and gift wrap.

In September 1953, a group of energetic employees at Southwest Research Institute (SwRI) started an employee club to plan a few social programs. At SwRI, the then five-year young nonprofit company, there were few employees and the employee club became a close-knit group. Within two years the employee club formed several city-league sports teams and organized its first company picnic.

Almost 10 years passed before employees expressed enough interest to form intramural sports leagues. The employee club installed a couple of rough volleyball courts and a softball field. As the enthusiasm for the sports programs increased, the employee club organized a steering committee to develop plans for a recreation center.



The beginning of employee services at Southwest Research Institute, San Antonio, TX, consisted of Robbins selling discount tickets out of her desk drawer.

In 1971, the employee club, now called the Research Recreation Association (RRA), joined NESRA (then called NIRA). That year the RRA put together their first proposal to convince senior management of the need for a permanent recreation center. As time went on, the employee club used NESRA for information and peer networking, and by 1982, I had the privilege of playing a major role in forming a new NESRA chapter in San Antonio.

Up to this point we had no full-time staff members overseeing employee programs, except for myself, a multi-hatter with other responsibilities. When I took over as executive secretary in the communications department of the RRA in 1982, I served as the liaison between senior management and the RRA. We held intramural softball and volleyball events; an annual dance, picnic, and children's Christmas party; and sold discount tickets to movies and special events. Twice a week during the lunch hours, I sold discount movie tickets out of my desk drawer. During the summer months, I also sold discount tickets for theme parks in the Houston and Dallas areas, still only twice a week at lunch. This service became more difficult as my other job responsibilities called for me to travel, and the ticket money bag was passed around the office during my absence.

Positioning Employee Services To Add Greater Value to a Company's Performance

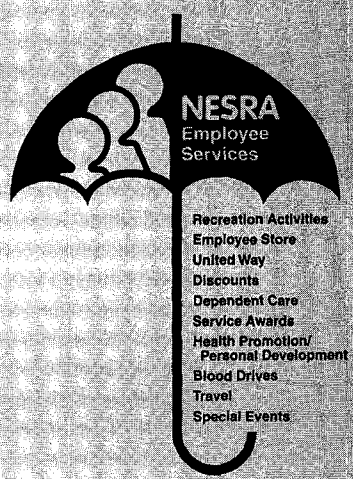
Here are some ideas on how to grow your program, taken from Employee Services: A Strategic Component of Business, *by Robert A. Pindroh.*

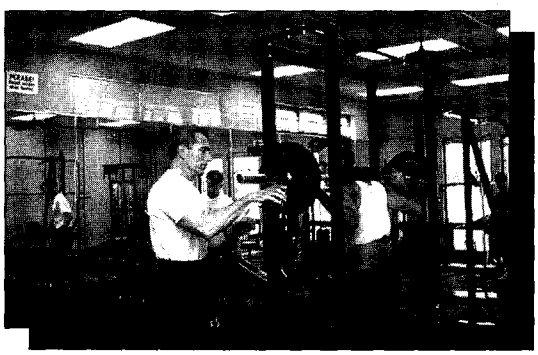
Successful employee services programs don't just happen. They are the result of a well thought-out plan and subsequent implementation of that plan. It begins with a vision, which should be a "realistic, credible, attractive future" for the employee services function. Having the right vision will "unleash various forces that attract commitment and energize people, create meaning in workers' lives, establish a standard of excellence, and bridge the present and future" (Nanus, 1992). Here is a method to develop a clear vision of employee services' role in the company:

1. Learn all that you can about your company—its strengths and weaknesses—and the threats and opportunities within its overall industry.
2. Determine what it will take to make the employee services function successful.
3. Recruit a heterogeneous group of individuals, including management people from other departments and your own, and meet on a regular basis to develop short- and long-range plans.
4. Take the ideas discussed in these meetings and formulate them into goals and objectives. Once that has been established, identify the goals and objectives that are achievable.
5. Have management, preferably senior management, review these and provide input. One way of accomplishing this is through one-on-one meetings, which will get them involved in the plan, and ensure that you are on the same "wavelength" in addressing the company's needs.
6. Once the goals and objectives have been "crystallized," it is important to determine what actions are necessary to make them happen. Develop realistic timelines for completion.
7. Identify those resources that are available in the company that will help meet the goals and objectives; and begin to work (networking) on acquiring them. Rather than trying to accomplish them all at once, develop a systematic way to acquire these needed resources.
8. Work the plan. And while working it, remain positive at all times. Remember the old cliche, "If at first you don't succeed, try again." Never give up, it may not be you or your goals, maybe the timing is not right. Timing is very important to success.

Positioning employee services to become a strategic component of the company adds value to the firm's performance. The key to productivity lies in personal attitudes and behaviors. The more success with which employee services brings employees together and builds positive attitudes and behaviors, the greater senior management will view it as a value added asset to the firm.

Call to have an order form faxed to you for *Employee Services: A Strategic Component of Business* by calling NESRA Headquarters at (630) 368-1280.





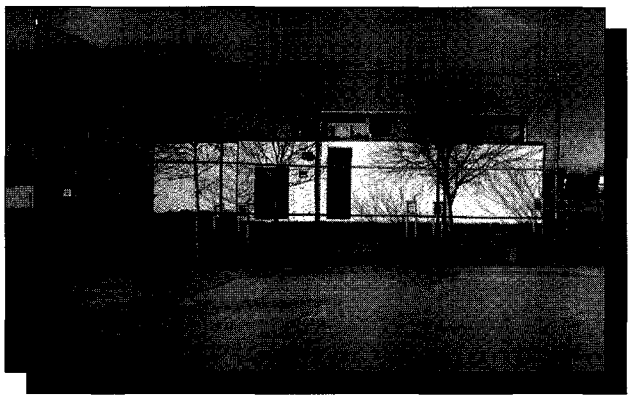
"While Phase II was to include a weight room and an aerobics room, we knew we had to prove to management that the next phase was an employee necessity, not just an extravagant wish," Robbins explains of the Research Recreation Association's fitness center proposal.

Taking A Different Approach

As our involvement in NESRA became more focused (I attended my first National Conference in 1984), SwRI's programs began to grow. In the mid-80s, we resubmitted our proposal for a recreation center to management. This time, we changed the name from "recreation center" to "fitness center," even though it included the same amenities. We used information we acquired through NESRA research, publications and our peers. Employees attended the Fitness Facility's grand opening in 1988. The facility included a ticket office, showers and lockers, a beautiful softball field, and two sand volleyball courts. Although this was only the first of a three-phase proposal, the employees and management were excited that we finally made a step forward. SwRI paid for the

Building "Rome" Is Worth Waiting For

facilities, and the RRA funded the particulars, such as lockers, benches and athletic equipment.



The 1988 Fitness Facility Grand Opening showcased new employee services including a ticket office, showers and lockers, a softball field, and two sand volleyball courts.

Illustrating A Need

While Phase II was to include a weight room and an aerobics room, we knew we had to prove to management that the next phase was an employee necessity, not just an extravagant wish. We did this by putting the facility's small lobby to work for us. To illustrate the facility's need to grow, we placed some weight systems in the lobby and conducted aerobics classes there a couple times a week. During lunch and after work, patrons could hardly get into the office to purchase discount tickets because the lobby was so full of employees using the tiny space to work out. Instead of the "build it and they will come" approach, we instead outgrew the small facility. It took one walkthrough for senior management to see how dedicated the employees were to health and fitness activities. By 1993, we completed the Phase II expansion that included a full weight room, a first-class aerobics room, and an additional office and storage area. Again, the company contributed the building expenses, and the RRA paid for the weight and aerobic equipment.

Growing The Staff

When the first phase was completed, we received approval to hire a part-time college intern to oversee ticket sales and the athletic program, but by 1989, we were able to turn that job into a permanent full-time position. When Phase II was completed, we acquired a college intern to supplement our full-time administrator. Two years ago, we were fortunate enough to turn that intern job into a full-time position that enabled us to operate for longer hours at the facility.

"Rome" now consists of two full-time administrators under my direction (though I'm still a multi-hatter), a weight room, aerobics room, showers and lockers, a softball field, two sand volleyball courts, a PAR-Course, two horseshoe pits, a soccer field, a flag football field, offices, a mini-store that includes full-service discount tickets and logo items, discount photo processing, balloon bouquets, cards, and gift wrap. A company newsletter is produced from these offices twice a month to publicize current employee events and tickets. Employees also can place ads in the free classified ads section.

Generating Revenue

The RRA employee club generates revenue through logo item sales, fund-raising programs, which are handled at the Fitness Center, and vending machine profits throughout the offices. The RRA uses the funds to conduct fitness, health, social, athletic, and any other programs sponsored at the fitness center or by the RRA. However, the full-time staff and the upkeep of the building are expenditures that the company provides. It's a win-win situation for the employees and for SwRI.



Detailed research and employee persistence paid-off when senior management finally acknowledged the employee need for a fitness center.



The Fitness Center lobby gives employees a central location for convenient services, such as getting a roll of film developed or working out in the weight room.

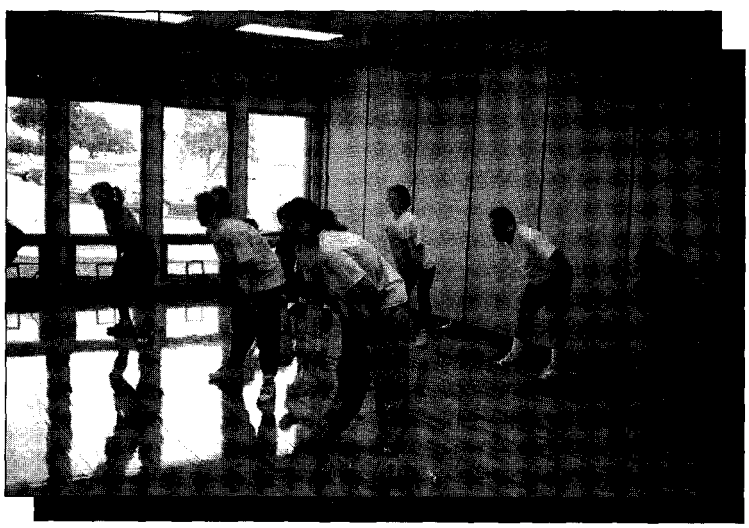
Planning For The Future

Where do we go from here? Now, the RRA Fitness Facility committee is working on a new proposal for Phase III. This includes a full-size gymnasium, club meeting rooms for RRA meetings and special-interest clubs, a larger aerobics area, a stage, and another office. The original aerobics area would be taken over by the expansion of the weight room.

How do I feel about this last and final phase to the fitness project? Building "Rome" is worth waiting for. The key to success is to be patient and do your homework by getting information from NESRA and proving, before a facility is built, that it is a necessary part of employee services and health and fitness. If you're not using NESRA to get ahead of the game for your employees, you're going to miss seeing "Rome."

Brenda Robbins, CESRA, is the executive director of the research recreation association (RRA) for Southwest Research Institute, San Antonio, TX. Robbins serves on NESRA's Board of Directors as President-Elect.

The Key To Success Is To Be Patient And Do Your Homework By Getting Information From NESRA



By 1993, Southwest Research Institute employees were enjoying their new "first-class aerobics room."

What Makes A Successful Chapter Of NESRA?

By Aletha Woodruff

There are many components that determine the success of a NESRA Chapter. The NESRA DC Chapter, Washington, DC, would like to share some ideas, techniques and resources we have used to best serve our membership by successfully marketing our chapter, establishing effective communication, generating funds and holding special events.

Our chapter serves Organization and Associate Members in the Washington, DC metropolitan area, including Maryland and Virginia. We also have some members in Pennsylvania, New York and Massachusetts. This article will offer suggestions on how to attract and retain members and how to deliver quality programs.



Joanie Heavey, NESRA DC president, welcomes chapter members as they register at meetings.

How To Market Your Chapter

Looks are everything. The first impression is extremely important. If you want your chapter to be perceived as professional, you have to look professional. NESRA DC provides a Prospective Member Packet to prospective Organization and Associate Members.

Prepare a colorful pocket folder with inside cutouts for a business card. Identify your chapter name, address, phone and fax number on the cover.

What To Include In Your Packet

Fill the inside with information about your chapter:

- **A letter.** Include a letter with a brief description of what NESRA is all about, your chapter mission statement, a description of services and a list of membership benefits. Ask the recipient to take action by including an invitation to attend an upcoming meeting or event (at no charge).
- **Publications and advertising materials.** Include a copy of *Employee Services Management* magazine, NESRA National brochure, flyers on upcoming special events, and your newsletter. Include flyers or program brochures of previous special events.
- **Your chapter's services brochure.** The brochure should explain how to get an application, if one isn't included, and who to contact. Add your chapter's logo and the NESRA national logo. We recently revised our brochure to include the following: What is NESRA?, our chapter mission statement, a list of membership categories, membership benefits, What NESRA Can Do For Your Company, and the cost to join the chapter. Listing the cost is optional. If you choose to include the cost to join, make a limited amount of copies at one time, especially if your fees adjust annually. Another option is to print the membership fees on your application.
- **Chapter membership application and invoice.** We revised our version to include specific information on each member without supplying a free mailing list. Providing this information enables members to get to know one another.
- **A copy of The Official Publication of NESRA DC, *Recreation News*.** This is a newspaper that provides stories of interest, classifieds, NESRA member announcements, special

event calendars and a section on "NESRA DC Highlights." The newspaper is distributed to employees at businesses and companies in the Washington DC area. A discount on advertising rates is given to our Associate Members, who receive a free subscription. A separate letter from the editor states the advantages of receiving the paper and lists the distribution numbers. There may be a local newspaper owner in your area that will agree to join forces to become your "official publication."

- **"Benefits At A Glance" flyer.** This flyer is a quick list of the benefits of membership. Make a follow-up courtesy call within 7-10 days of sending the packet. This gives prospective members a chance to review the information and generate questions. Also, use this opportunity to invite them to an upcoming special event!

Getting The Word Out

There are several ways to distribute your prospective member packets and chapter information. Send media releases on upcoming meetings and special events to your local news sources or related magazines and periodicals. Be sure to include an invitation to prospective member companies. Ask your Associate

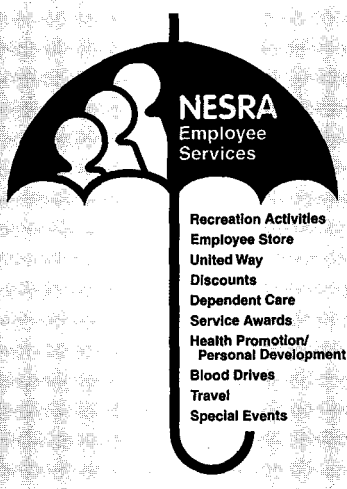
INFORMATION AVAILABLE FROM NESRA HEADQUARTERS

NESRA National Conference & Exhibit Program: *(available January through April)* Read about the top speakers, hands-on workshops and innovative products and services offered at the next National Conference & Exhibit.

***Employee Services Management* Magazine:** Published by NESRA 10 times per year, *ESM* presents quick tips and how-to articles as well as details on upcoming trends. Ask for samples of *ESM* for your next membership drive!

Employee Preferred Program Brochures: Learn about the range of coverage this exclusive insurance plan offers to employees of NESRA member companies.

Special Reports and Studies: NESRA publishes and/or secures special reports dealing with employee services and recreation issues. Examples include "NESRA's Work and Family Report," the Bureau of Business Practices report on "Employee Services and Recreation: Beyond the Company Picnic," and the University of Chicago/Fel-Pro Inc. report on "Added Benefits: The Link Between Family Responsive Policies and Job Performance."



Awards Program Brochures: *(available December through February)* NESRA recognizes excellence in employee services and recreation programming, as well as chapter administration and programming. Awards are presented at the NESRA's Annual Conference and Exhibit.

Certification and Recognition Applications: The Certified Employee Services and Recreation Administrator (CESRA) designation is the recognized indicator of excellence in employee services program management. The Recognized Volunteer Employee Services and Recreation Administrator (RVESRA) recognizes those volunteers who manage employee services and recreation programs.

NESRA Buyer's Guide: NESRA National Associate Members describe their offerings for awards/recognition gifts; entertainment attractions; fitness/sports equipment and sportswear; hotels/resorts; merchandise/discount cards; photofinishing; specialty/professional services; travel; and visitors/convention bureau information. Many present discounts to NESRA members.

NESRA Bookstore: Build your resource library with these publications available at a discount to NESRA members.

"The Employee Services Umbrella:" This article defines the components of a well-rounded employee services program.

These materials from NESRA Headquarters can help you extend your offerings to new and existing members. Call to order a supply of brochures that appeal to your chapter members by calling the Membership Department at NESRA Headquarters, (630) 368-1280.

Members to include prospective membership information or announcements of upcoming special events with mailings to their clients.

Effective Communication Within The Chapter

Here are a number of ways you can establish successful communication within a chapter.

- **Your Chapter Newsletter.** Our members chose the publication's name through a "Name That Newsletter Contest" and an Associate Member donated the grand prize. In addition to gaining a new name, the publication extended its frequency from quarterly to monthly. Newsletter features can include these topics: special events, membership or networking meetings (include a registration form right in the newsletter); calendar of events; membership information; new member announcements and services offered; announcements of changes to existing members' phone, fax or new representative; *A Message From the President* or any other board member; board of directors list; and member announcements such as job-related promotions, personals, weddings, births, anniversaries or any other special news members want to share.



Vendor fairs give Associate Members, like Linda Martin of Horse Watches, a chance to show Organization Members the special features of their products and services.

Add reprinted information from *Employee Services Management* magazine. There is some great information that you can include, even a quote that can be used as a filler.

- **Products and Services.** Have Organization Members learn about new Associate Members by offering Associate Members free advertising in the newsletter. Provide labels of members to assist Associate Members' with their advertising efforts.
- **Resource Network Directory and Speakers Bureau.** Much like NESRA's Membership and Peer Network Directory, we distribute a flyer with topics of interest, where our members can volunteer in their areas of expertise. For example, a member can use the flyer to determine who to contact for information on how to hold a Travel Expo. We also publish the information in our newsletter.
- **Blastfax or e-mail.** Periodic blast faxes and e-mail can be used to announce upcoming special events or recent chapter news.
- **Chapter website.** NESRA DC's website offers information on what NESRA is all about, membership, how to join and upcoming events. To see the website, visit www.nesra.org and click on "chapters."
- **Courtesy calls to members from the Board of Directors.** At many times throughout the year, our board will phone members to relay information, solicit support or just let members know they are available for assistance.
- **Welcome calls.** Welcome calls are made to new members from our board. We introduce these newcomers in our monthly newsletter and at membership meetings.
- **End of Year Member Survey.** We distribute a member survey at the end of the year where members describe how their needs have been met, recommend improvements in chapter operation and identify their level of involvement in special events. This information can be very valuable in planning goals and objectives for the coming year.
- **Board of Directors Retreat.** Our chapter plans monthly board meetings to discuss association business. We decided to institute an annual Board of Directors Retreat. This occurs on a weekend day in November, where the current and newly-elected board can convene for a day of uninterrupted chapter planning with the goal of establishing long-term objectives for the new year. If you are planning a board meeting, consider these topics: qualifying a mission statement; revising brochures; discussing chapter goals, objectives and/or changes; identifying member services improvements; planning a special event calendar for the year; and formulating how to generate funds.
- **Red Notebook Membership Directory.** We create a directory with biographical member information taken from the membership applications. The biography includes the contact, address, title, phone, fax, e-mail and website. It also includes the type of office the contact works in; whether they are a full-time employee services administrator, part-time or volunteer; the best time and day to contact them, the number of office sites they serve, the number of employees at their company, whether the program is funded by the company or totally

self-supporting, how their employee services are advertised, and a list of their company's employee services.

Associate Members are asked the same basic information, but their application also includes a complete description of services, what is needed for on-site sales, whether or not they rebate a percentage back to the companies and if they are interested in advertising in our newsletter. The directory lists the current Board of Directors and a Certificate of Membership from our chapter. A description of how to use the directory is given in the front of each directory, which is distributed at our annual Vendor Fair.

The information provided in this directory can save members time. For example, when a vendor looks at an Organization Member's page, s/he can conclude whether or not that company provides on-site vendor sales to its employees.

- **Welcome Packet.** Each new member that joins the chapter receives a Welcome Packet that includes a welcome letter, directory, flyers on upcoming special events, a copy of *Recreation News*, and a flyer that advertises the advantages of NESRA DC membership.

Chapter Special Events, Some As Fund-Raisers

These ongoing special events are profitable to our chapter and great programs to sponsor: Annual Vendor Fair, Professional Development Day (a one-day conference on employee services issues), a discount membership program with a local wholesale club, monthly membership meetings with featured topics, and a 50/50 Raffle.

Here are some ideas for your special events and fund-raisers:

- **Recognize your members.** We administer an Annual Awards Program For Employee Services and Associate Professionals to recognize outstanding achievements in employee services management, leadership, or performance resulting in quality service to members, employees and vendors.
- **Hold meetings at various locations.** It's interesting to see fellow Organization Members' facilities or offices. Ask your members to host a meeting or provide door prizes. Establish committees to plan meetings; ask your members to volunteer.
- **Work with your Associate Members.** They offer some great programs, such as discount ticket events or tours, that you can tell your employees about; or you can invite employees to join you. Advertise it as a NESRA Day with a special ticket price and incentives. Have your sponsoring company provide flyers to distribute to your employees. This especially helps NESRA members who serve as volunteers. You are offering a terrific special event with little work for the employee services volunteer. Remember to mention the sponsors or companies that donated gifts and prizes in support of your event.
- **Hold a chapter membership drive.** Provide incentives to contribute toward chapter growth by developing a fun membership drive.



NESRA DC Office Administrator Aletha Woodruff, center, networks with members, always listening for suggestions on how to deliver value-added services to members.

Conclusion

Continue to think of how you can better serve your members. They are the reason for your chapter. Brainstorm how to retain your members. Ask them how you can better serve them. Communicate to them that you really care about them. Offer incentives for membership renewals; provide a grand prize for the member that recruits the most new members. Provide incentives for prospective members; hand out prizes or coupons to attend an upcoming membership meeting at no charge. Barter for services, possibly exchanging goods for chapter membership. Have other members advertise NESRA by word of mouth. Our chapter receives many calls from referrals.

The philosophy is simple. Member/employee satisfaction has a domino effect. It leads to overall customer satisfaction, which creates positive results. Work together as a team to achieve your goals. Members who are happy with the chapter services will stay members for a long time. We're even considering the development of a long-standing member achievement award! Good luck!

Aletha Woodruff has been in the employee services field for 19 years. She previously worked as the employee services manager for the Foreign Affairs Recreation Association at the State Department and as executive administrator for the FBI Recreation Association, both in Washington, DC. She has served on the NESRA DC Board of Directors. Currently, she is the office administrator for the NESRA DC Chapter (since 1996) and provides administrative support for the Maryland NESRA Chapter.

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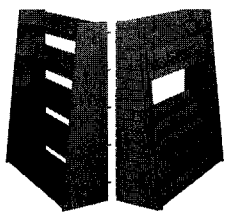


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The 7 Most Common Pitfalls When Starting A Work/Life Program ...And How To Avoid Them

By Michael Scott

The talk among employees these days isn't mostly about salary levels or job security. What you're hearing are issues that were rare 20 years ago—frequent overtime, eldercare challenges, travel demands and childcare issues. As the employee services representative for your organization, your role may involve evaluating new initiatives to address these needs. You recognize the importance that work/life programs play in staying competitive with a shrinking workforce. You've read articles in business publications and other literature which indicate that highly productive companies are proactively addressing these issues. You are well aware that organizations offering such benefits will find it easier to recruit and retain the best and the brightest in today's tight labor market.

Knowing all of this, you may be asking yourself, "How do we begin evaluating what types of work/life initiatives will have the greatest impact at our company? How do we ensure that the benefits or programs we initiate get used? How do we avoid the predicament that some organizations experience, where their 'brand new' day care or fitness center turns into a financial albatross?"

Bonnie Michaels, president of Managing Work & Family Inc., a Chicago-based work/family consulting and training firm, has seen it all in her 11-plus years of assisting organizations with complex work/life issues. In an exclusive interview, I asked her to outline the most common pitfalls she has observed when organizations move forward with work/life initiatives. I'd like to share a summary of her timely and practical advice on how to prevent these pitfalls from occurring.

Pitfall #1: Starting a work/life initiative without assessing what your employees really want and need.

Information gathering in the form of a company-wide survey, focus group assessment and upper management interviews provide a critical foundation for successfully moving forward. It's only through this mix of qualitative and quantitative information that the full scope of your employees' work/life issues can be identified.



Pitfall #2: Not seeking outside expertise and advice.

An outside work/life consultant who has expertise in needs assessments, long-term planning and organizational cultural assessment can be an invaluable asset to your efforts. The ideal consultant can collaborate with you in customizing a survey instrument, serve as an advisor to your work/life task force, provide advice on the pros and cons of your current thinking and contribute other "pearls of wisdom" as you make important decisions for your employees.

Pitfall #3: Failure to get senior management buy-in.

Senior management is often more committed to work/life concerns than you realize. You can solidify your case by providing them with economic reasons for your strategy. Share with them benchmark surveys of other companies (particularly competitors) whose work/life programs are giving them a competitive edge in the market-

Michael Scott is a regular columnist for Employee Services Management *and has been a frequent speaker at the NESRA Annual Conferences as well as for various chapters nationally. He would love to hear from you regarding articles that would be useful in addressing your most pertinent work/life issues. His e-mail address is: EUpower2u@aol.com.*

place. Partner with your corporate finance department to provide realistic financial projections of the work/life initiatives you plan to recommend. Sell them on both the value of your proposal, as well as the financial implications.

Pitfall #4: Failure to communicate results to employees in a timely manner.

Employees will be more likely to support your efforts if you share your work/life workplace assessment results with them in a timely fashion. Even if you are only planning a modest initiative based on the results, it's still important to communicate your results expediently.

Pitfall #5: Underestimating the importance of staff training and support.

Effective training programs are often critical to the successful integration of work/life initiatives into your organization's culture. For example, flexible work alternatives can result in dramatic increases in productivity and retention—but only if implemented properly. Training can assist managers and employees in making the necessary adjustments by giving them new skills to adopt.



Pitfall #6: Failure to establish accountability for the work/life function.

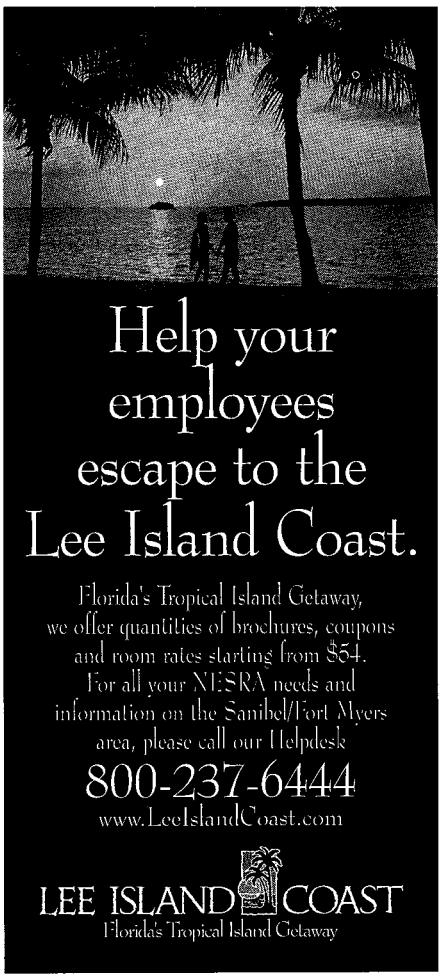
Whether it's a part of your role as an employee services practitioner or that of a full-time coordinator, there needs to be someone ultimately accountable for your work/life efforts. This individual should be adept at both strategy implementation and articulation of your work/life philosophy, aims and objectives.

Pitfall #7: Not establishing an effective system for tracking and monitoring results.

There's an old saying, "What gets measured, gets realized." While this is often true, the most important reason for tracking and monitoring results is to ensure that your employees are satisfied, utilization is appropriate and budget objectives are met.

Conclusion

Use this information to make adjustments to keep your efforts on track. Clearly it's an important time for employees and their companies. Your leadership in ensuring a well-articulated work/life strategy will allow you to provide useful programs within the context of your organization's overall business objectives.



Employee Vendor Fairs

Results of NESRA's 1998 Survey

by Renee M. Mula, editor

Read the results of NESRA's 1998 Employee Vendor Fairs Survey and learn how NESRA member companies run their vendor fairs, including what products and services they offer, how frequently they have vendor fairs and how they get the word out.

A vendor fair is an employee service and, therefore, it is often coordinated by an employee services provider. During a vendor fair, suppliers are invited to the company to present their products or services, which may pertain to the employees' line of work, the employees' work/life situations or the time of year (during the holidays). Employees attend vendor fairs to learn about, test and buy new products and services. Oftentimes, the vendors will offer the employees a discount. NESRA surveyed 548 General and Organization Members about their vendor fairs, receiving a six percent return. Forty percent of the respondents did not hold vendor fairs. The following statistics include the total number of respondents whose surveys indicated that they hold vendor fairs.

Read how other NESRA members manage their vendor fairs to discover how you can implement this employee service that can generate revenue for your program.

1. What type of products do you include in your vendor fairs?

The results show that NESRA members hold two types of vendor fairs. The first type consists of the company inviting one supplier at a time, who showcases his/her products or services. Then, the vendors rotate. The second type involves the NESRA company inviting several different vendors, who set up tables and present their products or services to employees simultaneously throughout the day. Our statistics include both vendor fair categories together.

Books are the most popular items displayed, as indicated by 57 percent of the respondents. Jewelry ranks second with 33 percent, and educational services (financial management, investment, insurance, health care, tax seminars) is third with 29 percent. Respondents also invite vendors who offer the following products and services:

- arts, crafts
- candles, air fresheners
- candy
- cellular equipment
- clothes
- electronic devices
- employee discount cards
- entertainment discounts
- fashion accessories
- flowers
- food
- fragrances
- giveaways
- health products
- holiday items
- household items
- landscaping
- leather goods
- luggage
- medical scrubs
- office supplies
- recreation activities
- resort/hotel packages
- skincare and cosmetics
- specialty products
- sports items
- temporary services
- toiletries
- toys
- travel services
- videos

Books are the Most popular Items Displayed

2. How frequently do you hold vendor fairs?

The type of vendor fair determined the frequency. Forty-three percent of the companies who invite several suppliers at once hold vendor fairs once or twice a year, with 24 percent holding one every year and 19 percent holding one twice a year. Eighteen percent of the respondents who invite vendors to come individually hold their vendor fairs several times a week. American Airlines, D/FW Airport, TX, had the most frequent number of vendor fairs, inviting two vendors to come to their site daily.

Gloria Roque, RVESRA, EAC chairperson, ABC, Inc., New York, NY, says her company usually holds its vendor fairs during the holiday season. They hold individual candy and watch sales for

Valentine's Day, Graduation and Mother's Day.

3. During what time of day do you hold them: all day, shift changes, lunch hours, other?

The survey results show that one-third of the respondents hold fairs all day. Another third hold fairs during lunch hours, which included times between 11:00 a.m.-2:00 p.m. The rest of the times varied, the earliest starting at 9:00 a.m., and the latest ending at 10:00 p.m. The cause for these broad time ranges could be to accommodate shift changes or varied work schedules. The longer hours may be scheduled to allow workers to enjoy the vendor fairs after work hours.

71 percent of Those that Charge Exhibitors use Vendor fair Revenue to Fund specific Employee Programs

4. What is the average charge to be an exhibitor?

Fifty-eight percent of the respondents that charge exhibitors charge a flat fee. This fee ranges from $20-$325. On the other hand, 42 percent of the members charge the vendors a percentage of their gross sale, which ranges from 10-20 percent. A few companies required the vendors to bring door prizes. However, 43 percent of vendor fair holders do not charge space rental fees or sales percentages. Some commented that the vendor fair is a service to employees and they only ask the vendors to pass along their savings to employees by keeping prices low.

5. How is the vendor fair net revenue used?

Seventy-one percent of those that charge exhibitors use vendor fair revenue to fund specific employee programs. Nineteen percent said their revenue goes towards the general budget. Some respondents use revenue generated to subsidize tickets or to pay for the banquet hall for a holiday party. Others earmark the revenue to make contributions to charities. Employee service providers also put funds towards special events such as Take Your Daughters/Sons To Work Day.

6. How do you promote to suppliers? To employees?

To employees: Hanging posters and handing out fliers are the most popular ways to inform employees of an upcoming vendor fair, explained 57 percent of those surveyed. Writing an article or advertisement in the company newsletter ranked second with 43 percent. E-mail messages ranked third at 33 percent. Employees also learned about vendor fairs through bulletin boards, displays, employee hotline numbers, flash boards, intranet, meetings, paycheck stuffers, phone calls, voicemail, and word of mouth. Ralph Ferrara, CESRA, employee services manager, General Mills, Inc., Minneapolis, MN, hires an advertising agency to produce a vendor coupon book.

To suppliers: The respondents use significantly less communication outlets when promoting their vendor fairs to suppliers because suppliers actively seek opportunities like these. A ratio of three to one communication outlets were used to get the word out to employees versus suppliers. Nineteen percent of respondents report suppliers call the company and ask to sign up for the vendor fair. To reach additional suppliers, vendor fair promoters use broadcast faxes, mail, NESRA meetings, networking/word of mouth, and phone calls to inform vendors of their fairs.

Summary

Out of the companies surveyed, American Airlines seemed to be the most seasoned in vendor fair planning. Patrick Trotzuk, recreation committee president, boasts that their vendors generate $38,000 per year and the proceeds fund employee programs. He says, "Suppliers call us and we have waiting lists. We never need to tell employees about vendors...the employees show up."

Thank you to everyone who took the time to respond to this survey. Vendor fairs present exciting opportunities for employees to purchase products and services at a discount AND they can be revenue-generators for employee services programs. If you don't yet offer this service, consider doing so. For those that host vendor fairs, this article presents a benchmarking opportunity and might spark new ideas. Use the survey results to generate ideas for your next vendor fair or to evaluate your current procedures.

EMPLOYEE SERVICES MANAGEMENT

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Buyer's Guide Update

Here's a listing of new National Associate Members. Keep these updates with your complete Buyer's Guide, published in the July issue of ESM.

Update your '*98 NESRA Buyer's Guide* by noting these changes:

◆ **Jordan Worldwide** (Merchandise) change of address:
400B Commerce Dr., Fort Washington, PA 19034.

◆ **Silver Dollar City, Inc.** (Family) change of contact: S. Burkett Milner.

CN Tower

301 Front St. W.
Toronto, Ontario, Canada M5V2T6
(416) 601-4705
(416) 601-4712 FAX
E-Mail: jrobinso@cntower.ca
Contact: Jack Robinson

CN Tower—The World's Tallest Building is the gateway to Toronto's entertainment district. Canada's most celebrated architectural triumph now boasts new attractions, shopping and dining, along with the world's most spectacular view, including the spell-binding Glass Floor.

The Sutton Place Hotel

4500 MacArthur Blvd.
Newport Beach, CA 92660
(949) 476-2001
(949) 476-0153 FAX
E-Mail: info.@npb.suttonplace.com
Contact: Cindy Lindsay

The Sutton Place Hotel-Newport Beach is a deluxe hotel conveniently located near the shopping, beaches and boat harbor of Newport Beach and minutes from Disneyland and Knotts Berry Farm. Enjoy deluxe accommodations in a four-star hotel offered to NESRA members at a 50 percent discount, subject to availability. Call today for reservations.

Wyndam International

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Dallas, TX 75207
(214) 863-1646
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E-Mail: beltzholtz@wyndham.com
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Wyndham Hotels & Resorts has more than 100 locations coast to coast, in Canada and the Caribbean. Choose from a variety of accommodations—from our full-service hotels to our Garden Hotels, to our historic Grand Heritage Hotels, to our Resorts.



YOU OUGHT TO BE IN PICTURES



NESRA members have outstanding ES&R programs and* Employee Services Management *would like to feature more photos of you and your programs.

Each month we will request photos related to a specific employee services topic, so watch for the topics that will showcase your department's programs and send in your photos. You just might find your company in the next issue of *Employee Services Management*!

This month's photo category: **Holiday Parties**

Rules & Requirements:

- Affix a label on the back of each photo with your name, company, address, phone number and a one sentence caption describing the photo.
- Please do not write on the back of the photo with ball point pen or pencil.
- All photos should be clear and focused.
- All photo sizes are welcomed.
- Photos can be color or black and white.
- Photo negatives are not needed.
- Do not paper clip photos.

Please send photos to: Renee Mula, NESRA Headquarters
2211 York Rd., Ste. 207, Oak Brook, IL 60523

Starting A Discount Program

Are you filled with enthusiasm and determination? Are you a creative and resourceful person who loves to serve others? Here's how you can use your abilities to start a discount program that your employees will enjoy.

By Dave Bell

Assessing Responsibilities

A discount program will help your employees stretch their purchasing dollars, as well as build morale. When organizing the logistics of your discount program, ask yourself these questions:

- What tickets will your employees be interested in purchasing? What is the average age of your employees? Where do they live? Are they married, single or in other situations? What are their interests?
- Who will be responsible for ordering the discount tickets, keeping track of inventory and logging sales?
- How will you order the tickets—by fax, phone or e-mail? Will tickets be delivered or will you have to pick them up?
- How will you manage your inventory? Will you use a software program, such as Lotus 1-2-3, to create spreadsheets or will you do this manually?
- How will you obtain tickets? Will you buy them or get them on consignment, where you will only pay for the tickets you sell?
- What will you do with unsold tickets? Are you responsible for buying them? Do you need to return them by a specific date? Will you get a refund for them?
- Where will the money come from to buy the tickets?
- When will you pay ticket suppliers for tickets purchased on consignment?
- Will you allow employees to purchase tickets all day or only during certain hours?
- Where can employees buy the tickets—at your desk, employee store, fitness center, intranet, mail order?
- Who is responsible for collecting money for tickets? Is this a responsible person? Will there be more than one person with access to the money? Is there a policy in place to assure checks and balances?
- How will you promote this program to employees?
- How often will you evaluate which tickets are popular and which are not? How often will you survey employees to discover their new interests in tickets?

Securing Discounts

If you are in charge of securing the discounts, remember to adhere to current company policies. Many government and Department of Defense (DOD) Departments have restrictions that commercial companies do not enforce. The following resources are helpful in locating discounts:

- *Employee Services Management* magazine, in the Buyer's Guide Update section
- Employee referrals of local suppliers
- Local and National NESRA Associate Members
- NESRA's Buyer's Guide, published in the July issue of *Employee Services Management* and in your *NESRA Membership & Peer Network Directory*



Discount Programs Are One Component Of The Employee Services Umbrella

◆NESRA's National Conference & Exhibit
◆Peers
◆Vendor Fairs

Advertise your services verbally and in the company newsletter and website. Let your employees know that you are in charge of discounts and how they can contact you. Oftentimes, employees will approach you with the names of their clients or friends, who may be interested in offering discounts.

There are several components to consider when negotiating a discount. Once you have found a business that is interested in providing your company with discounts, use these guidelines to properly communicate your needs. Put all discount regulations and offerings in writing.

◆Call or write to the business. State your name and title, the name of the company, type of business, number of employees, and the number of company locations where you plan to offer discounts.
◆Include when and how long the offer is valid. Some discounts only may be valid during office hours, which is not employee-friendly. Choose a discount that is convenient for all employees.
◆Notify the business owner of a markup. You may choose to markup the discount tickets for several reasons: to generate funds, to donate a portion to a nonprofit organization or to make it easier to make change when employees pay for the tickets. Whatever the reason, discuss your plan with the business owner and put it in writing, making sure that s/he approves your markup.
◆Make sure the discount is exclusive to your company. Research the discount by looking in newspapers and checking for special offerings that the business offers to the general public. Your company discount should be over and above what is available to regular patrons.
◆Decide how many to order. If you have 3,000 employees and you are not sure how popular a discount will be, start out with 200. On one occasion, I found a discount for a doughnut shop that offered our employees a dozen doughnuts for a dime. Obviously, if you discover a limited special that will be hot, order several.

Check the contract's wording before you agree to the discount. If you don't write a contract, at least have the business owner sign and date one of the promotional materials that states the discount's offerings.

Promoting Your Program

Once you have secured discounts, you must get the word out. You will discover quickly that employees like discount programs. In addition to offering discounts for products and services, your employees may want discount tickets to movies, theater shows, sporting events or theme parks.

Try these basic methods of communication:
Bulletin boards
Company newsletter
Discount rack or table
E-mail
Interoffice mail
Memos from management
Paycheck inserts

Conclusion

Your local chapter of NESRA and NESRA Headquarters offer vendor shows, conferences and other resources to steer you to discount suppliers. Discount programs are one component of the Employee Services Umbrella. They can be a starting point in beginning an employee services program or they can be an addition to an existing program.



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NESRA of San Diego/
San Diego, California.
Maria Gobbi,
(760) 722-5844

NESRA of Greater
Seattle/Seattle,
Washington. Giselle
Sampson, **(425) 649-9800**
x 5609 FAX (425) 649-0214

SGEAA/San Gabriel,
California. Lidwina Salinas,
(626) 359-8111 x 5367

SNESRA/Las Vegas,
Nevada. Jennifer Morgan,
(702) 295-2213
FAX (702) 295-0351

Peek At Your Peers' Websites

by Cynthia M. Helson

NESRA has added a special service only for NESRA Members: NESRA Listserve. This is a broadcast e-mail service that allows NESRA Headquarters to quickly inform members of new happenings and allows each member to post a question. Headquarters then shares it with the listserve participants, collects responses and e-mails a collective list of responses to listserve participants. I'd like to share with you a question Mary Ann Larkin, CESRA, of J.P.Morgan asks regarding setting up an employee services website for employees and members' responses.

Mary Ann Larkin, of J.P.Morgan (larkin_mary_ann@JPMorgan.com) writes, "Who has developed employee services intranet sites, and what kind of information do you have on those sites? We are going to a totally self-serve system here at the firm in all our benefits and services. I am currently in the process of developing an internal website, and wanted to know if my peers had any ideas or suggestions. Thanks."

Members shared information about their newly-created sites. To help you surf these sites easily and network, use this table. It provides NESRA member contacts for public websites and internal websites also known as Intranets.

(Note: If you wish to join NESRA's listserve, e-mail your request to Cindy Helson at NESRA Headquarters, chelson@nesra.org.)

Web Address	Member's Name	Member's E-mail	Member's Phone
https://www-ss2.sr.chevron.com/chevrec/	James Bonwell	bonw@chevron.com	(510) 842-6145
http://w2wwrecgov.org (click on HQ Army)	Quintin Cary, CESRA	carygb@hqda.army.mil	(703) 697-3816
http://www.recgov.org (click on Agriculture)	Roger Lancaster, CESRA	roger.lancaster@usda.gov	(202) 720-4870
http://147.1.55.203/Houston/o&as/bec/home.htm	Cynthia Treybig	catreybi@bechtel.com	(713) 235-2582
http://www.PSEAFFF.com	Dale Shafer, CESRA	dlsy@pge.com	(925) 246-6257
Intranet (internal site)	Linda Taylor	lmtaylor@amoco.com	(281) 366-2426
Intranet (internal site)	Maxine Christian Jaohari	mjao@loc.gov	(202) 707-2522
Intranet (internal site)	Monica Kilgo	mkilgo@insight.com	(602) 333-3412

MARK YOUR CALENDARS!



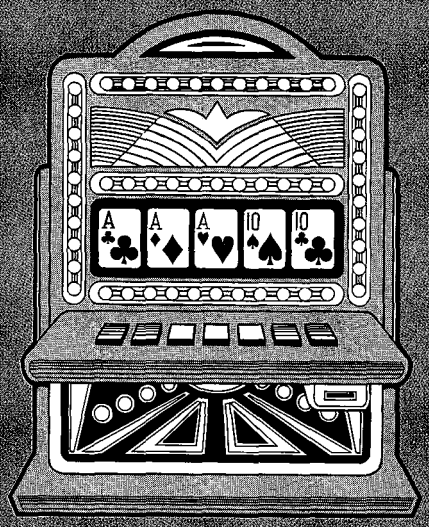
NESRA'S 58th Annual Conference & Exhibit

April 25 - 29, 1999

at

The Rio Suite Hotel & Casino

Las Vegas, NV

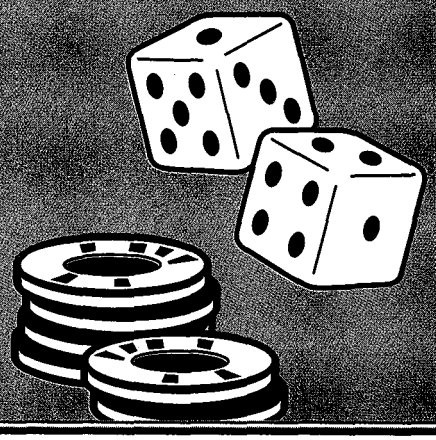


REGISTRATION FEES	Prior to 3/19/99	After 3/19/99
NESRA Organization Member	$480	$495
Non-Member Delegate	$575	$595
Associate Member non-exhibiting	$800	$850
Spouse	$210	$225
College Student	$150	$165
Retiree	$75	$75

Room rates for The Rio Suite Hotel & Casino for NESRA's conference are $106 for a standard suite.
To make reservations call the hotel directly at (702) 252-7777 and say you are with NESRA.

If you have questions, would like to submit a presentation proposal or would like to sponsor an activity, contact NESRA Headquarters.

National Employee Services and Recreation Association
2211 York Road • Suite 207
Oak Brook, IL 60523-2371
(630) 368-1280 • Fax: (630) 368-1286
http://www.nesra.org
e-mail: NESRAHQ@nesra.org



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